

COMMERCE

OCTOBER 1956

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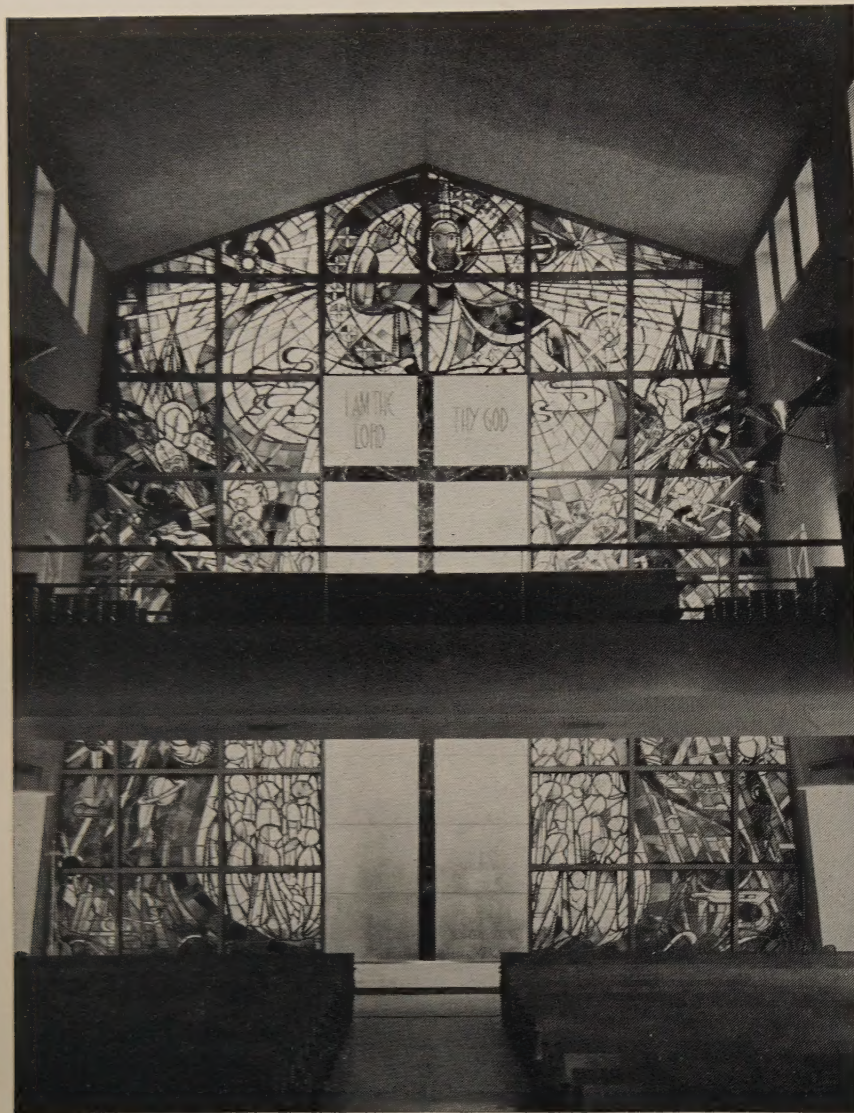


Meeting the Thirst for Investment Knowledge — See page 5

ions Schooling for Better Leadership

Wanted: Executives with "No" How

Only STEEL can do so many jobs so well



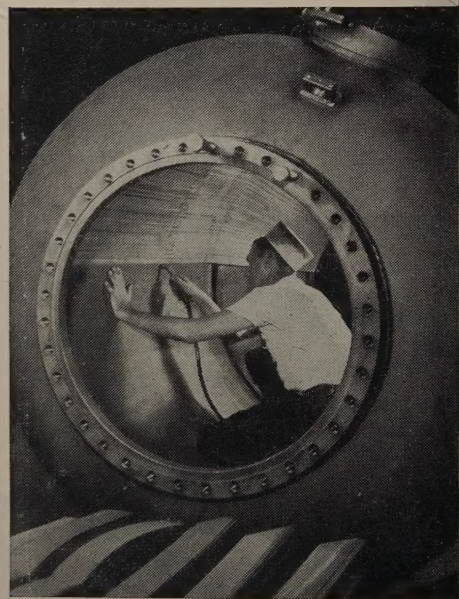
The Day Of Judgment is depicted by this magnificent stained glass window in St. Gertrude's Church, Franklin, Illinois. This breath-taking window was designed and made in the United States, and its weight is supported by a network of slim USS steel mullions — further evidence of the versatility of steel, which serves industry, farm, home and church in so many ways so well.



This trade-mark is your guide to quality steel



Perfect Sun And Light Control. Designed to stay up all year, this awning can be rolled down to any level for sun protection or rolled up against the house to admit light on cloudy days. These roll-up awnings are made from tough USS Galvanized Steel for sturdiness and long wear. In laboratory tests, the awning was raised and lowered over 20,000 times without failure.



2 Million Volts will be generated in this all-steel transformer tank. It is part of an x-ray machine used for industrial inspection. USS steel plates and sheets were used for the important parts.

UNITED STATES STEEL

For further information on any product mentioned in this advertisement, write United States Steel, 525 William Penn Place, Pittsburgh, Pa.

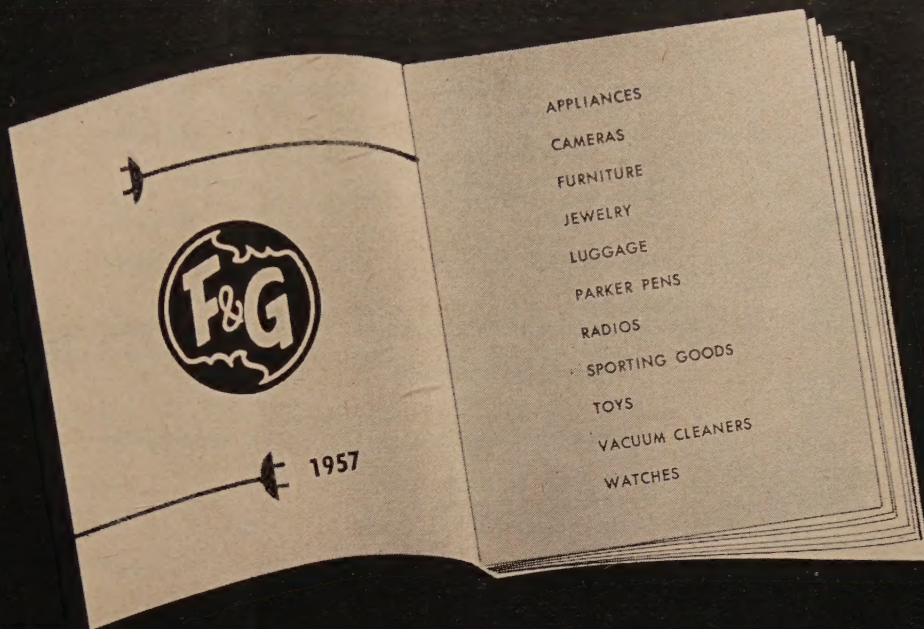
AMERICAN BRIDGE...AMERICAN STEEL & WIRE and CYCLONE FENCE...COLUMBIA-GENEVA STEEL...CONSOLIDATED WESTERN STEEL...GERRARD STEEL STRAPPING...NATIONAL TUBE
OIL WELL SUPPLY...TENNESSEE COAL & IRON...UNITED STATES STEEL PRODUCTS...UNITED STATES STEEL SUPPLY...Divisions of UNITED STATES STEEL CORPORATION, PITTSBURGH
UNITED STATES STEEL HOMES, INC. • UNION SUPPLY COMPANY • UNITED STATES STEEL EXPORT COMPANY • UNIVERSAL ATLAS CEMENT COMPANY

SEE The United States Steel Hour. It's a full-hour TV program presented every other week by United States Steel. Consult your local newspaper for time and station.

We interrupt this magazine for an important news bulletin . . .

EFENGEE'S

new Gift and General Merchandise Catalog is off the press!



EfengEE proudly announces completion of the new Fall and Winter Catalog . . .

250 pages (many in full color) offering you the finest merchandise . . . and

only as far away as your telephone. Whatever you're looking for . . .

look in the EfengEE catalog first!

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Wholesalers of Everything Electrical

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965 West Chicago Avenue Chicago 22, Illinois
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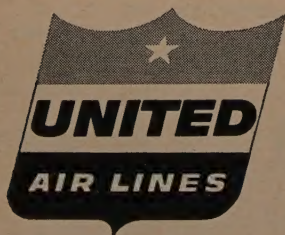
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New York*



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*"Red Carpet" is a service mark used and owned by United Air Lines, Inc.

statistics of...

Chicago Business

	August, 1956	July, 1956	August, 1955
Building permits, Chicago.....	3,319	2,972	1,972
Cost.....	\$ 35,092,985	\$ 28,356,997	\$ 32,090,000
Contracts awarded on building projects, Cook County.....	2,761	2,001	3,001
Cost.....	\$ 87,515,000	\$ 75,199,000	\$ 110,642,000
(F. W. Dodge Corp.)			
Real estate transfers, Cook County.....	9,638	8,996	9,638
Consideration.....	\$ 6,046,389	\$ 6,819,860	\$ 6,348,000
Bank clearings, Chicago.....	\$ 4,728,148,993	\$ 5,113,681,266	\$ 4,564,005,000
Bank debits to individual accounts:			
7th Federal Reserve District.....	\$26,945,000,000	\$27,148,000,000	\$25,576,000,000
Chicago only.....	\$13,248,445,000	\$13,740,077,000	\$12,431,892,000
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks.....	\$ 3,834,000,000	\$ 3,823,000,000	\$ 3,052,000,000
Midwest Stock Exchange transactions:			
Number of shares traded.....	2,214,000	2,113,000	1,895,000
Market value of shares traded.....	\$ 80,452,140	\$ 81,870,536	\$ 69,139,000
Railway express shipments, Chicago area.....	866,898	753,568	861,000
Air express shipments, Chicago area.....	79,067	64,111	73,000
L.C.L. merchandise cars, Chicago area.....	18,881	16,541	20,000
Electric power production, kwh, Comm. Ed. Co.	1,655,537,000	1,423,089,000	1,592,168,000
Industrial gas sales, therms, Chicago.....	12,913,524	12,322,661	11,809,000
Steel production (net tons), metropolitan area.....	1,421,200	88,300	1,822,000
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division.....	40,779,893	38,628,121	41,222,000
Rapid transit division.....	9,682,857	9,047,382	9,197,000
Air passengers, Chicago airports:			
Arrivals.....	399,373	363,571	401,000
Departures.....	421,538	389,464	426,000
Consumers' Price Index (1947-49 = 100), Chicago.....	120.0	120.5	119.0
Receipts of salable livestock, Chicago.....	385,214	392,151	426,000
Unemployment compensation claimants, Cook and DuPage Counties.....	30,748	37,026	36,000
Families on relief rolls:			
Cook County.....	21,946	21,197	27,000
Other Illinois counties.....	12,337	12,414	13,000

November, 1956, Tax Calendar

Date Due	Tax	Returnable to
1	Renew city business licenses which expired October 31, 1956	City Collector
15	Illinois Retailers' Occupation Tax, MROT and Use Tax return and payment for month of October	Dept. of Revenue
15	If total Income and Social Security Taxes (O.A.B.) withheld from employee plus employer's contribution withheld in October exceed \$100, pay amount to	Authorized Depository

COMMERCE

Magazine

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October, 1956

Volume 53

Number 9

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in this

issue...

Early this year Hal Thompson, Financial Editor of the Chicago American, suggested to the officials of the Midwest Stock Exchange that they should hold some meetings with the public to acquaint them with the investment business. Would the public attend such sessions? Our cover holds the answer but it tells only part of the story. The initial course held last spring was over-subscribed by four times.

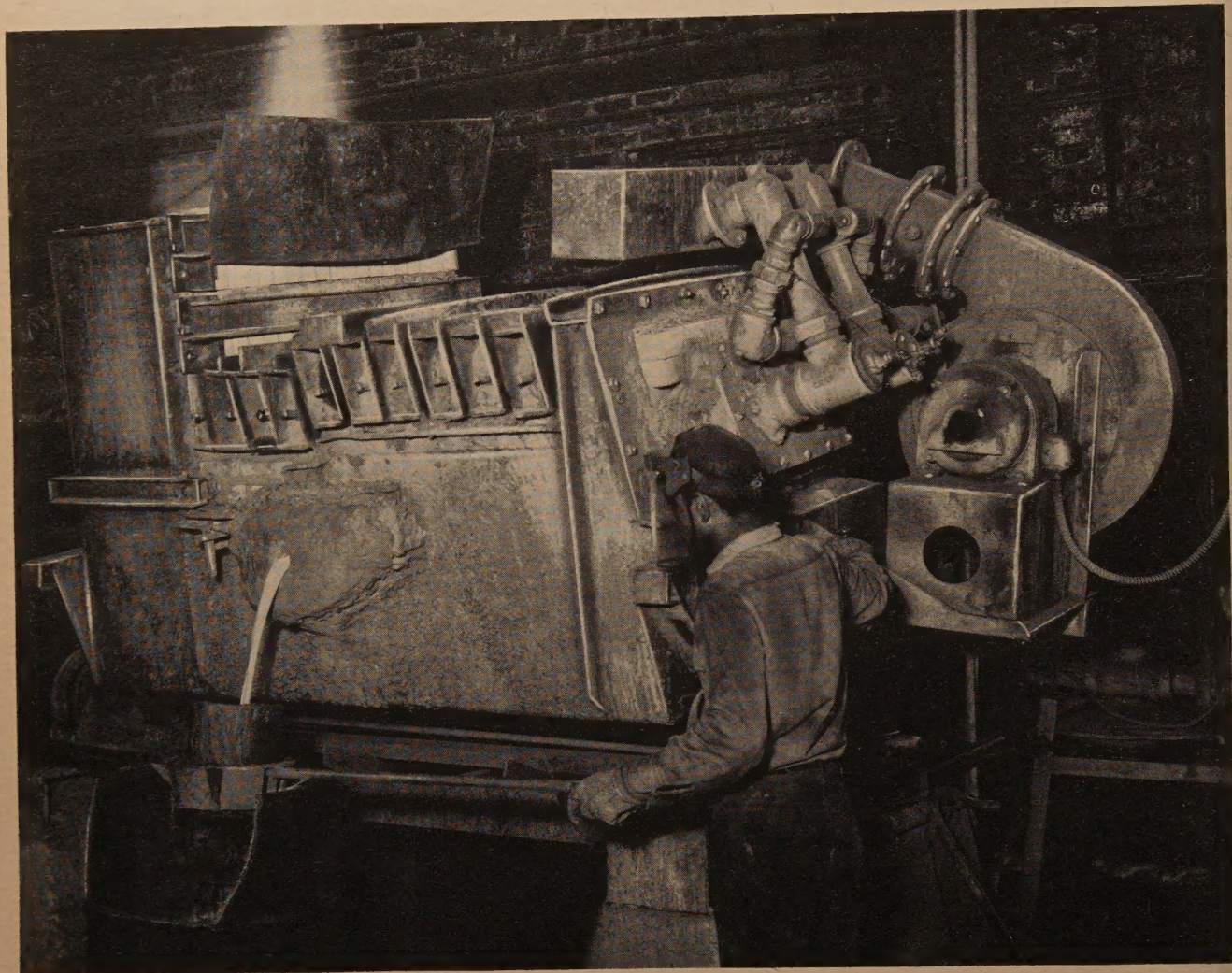
Exchange officials were convinced that there was a thirst for investment knowledge. To satisfy this thirst they decided to continue the seminars. Two of them are now running concurrently on Monday and Tuesday evenings. These sessions will end later this month. As of now, a fourth program will begin next January.

Even though a fourth series is planned for January, there are still more than a thousand persons on the waiting list. Registration for the seminars is on a "first come first served basis" with 325 people the maximum capacity for any one series. The course consists of six lectures by prominent Chicago investment experts. They meet one night a week. The lecture lasts approximately 45 minutes and is followed by 45 minutes of audience participation with questions. The only charge for attending the seminars is a \$5 registration fee which is contributed to a Chicago charity by the Exchange.

Who is interested in investment knowledge? A survey taken in the first course by the Exchange reveals that 61 per cent of the registrants were men and 39 per cent women. Average income for the men was \$15,000; for the women annual salaries ranged from \$4,000 to \$8,000. Among the men participants were physicians, dentists, salesmen, insurance brokers, advertising men, businessmen, attorneys and engineers. About 90 per cent of the women were career gals or housewife-career women. Many own part or all of their own business.

At the end of the course, "by reason of meeting official standards for attendance, attentiveness, tolerance and good humor," each graduate is given a "diploma" entitling him "to assume the profits and losses as a stockholder in a free economy."

GAS AT WORK for Chicago's Industry



Molten copper is shown being poured from a Gas-fired tilting furnace at the plant of the Sipi Metals Corporation, 1708-20 N. Elston Ave., Chicago. The copper is ready to be poured within 30 minutes after the furnace has been brought to heat.

The Sipi Metals Corporation, smelters and refiners of non-ferrous metals, is part of a very important industry. Suppliers of "hard-to-get" metals to large manufacturers, Sipi specializes in alloying tin, copper, lead, zinc and nickel into pig and ingot form.

With a nation-wide distribution for its product, Sipi processes its alloys in strict accordance with rigid customer specifications. Gas, versatile and easy to control, provides the proper heat requirements for the melting of brass, zinc, aluminum, lead and copper.

THE PEOPLES GAS LIGHT AND COKE COMPANY

The Editor's Page

Cart Before the Horse

More than 100 research directors of unions affiliated with the AFL-CIO held a conference in Washington last month. Surprisingly, the subject of their meeting was a shorter work week. At a time when there is an acute shortage of manpower, it seems almost ludicrous that intelligent people would be laying the groundwork for a campaign to cut working hours.

Happily, it seems that even some of the union research directors have discovered that their members, or at least some of them, are not interested in the shorter work week. Many, in fact, are more interested in overtime. In other words, they would rather have the wherewithal to improve their standard of living than have more leisure. The rubber workers provided an excellent illustration. When they experimented with a six-hour day many workers got themselves two jobs, a circumstance that was a rarity under the eight-hour day.

Perhaps the six-hour day and/or the four-day week, along with a pension in retirement equal to one's income during the earning years, lie somewhere down the road. At the moment and for the foreseeable future, however, the real problem facing the economy is to produce more to counter the inflationary pressures that are steadily forcing prices upwards and to produce for the rising percentage of the population above and below the working age.

If the union research directors would apply themselves to this problem, which in the face of full employment can only be solved by greater productivity per man-hour, they would be doing their members and the country at large a great deal more good than concerning themselves with a program to cut the work week. They have the cart before the horse and ought to know it.

Pass the New Banking Act

One of the very important propositions Illinoisans will be asked to vote on November 6 is the proposed new Illinois Banking Act, which has been prepared to clarify and modernize the 70 year old laws governing our state banks. Obviously in such a period of time, a number of provisions of the old act have become antiquated and new provisions are needed to meet current conditions.

The new act was drawn up after more than two years of intensive study by committees composed of more than 40 bankers, attorneys and representatives of state and federal supervisory authorities. It was passed unanimously by the legislature and no opposition to it has appeared.

Some of the act's provisions are technical. One, however, any layman can understand. It would spell out specifically the powers of the state auditor

with respect to organization, supervision, reorganization and liquidation of banks. It would also provide for court supervision when the auditor took a bank over. This would place a judicial check upon any arbitrary or capricious action taken by the auditor and safeguard banks against such action as Orville Hodge took in connection with the Bank of Elmwood Park.

There are many other equally good and necessary provisions in the act. The proposition will appear on the upper lefthand corner of the presidential ballot or on a special tab on voting machines. In the heat of more controversial matters, it should not be overlooked by the voters next November 6.

News for Khrushchev

When the following bit of news catches up with the Russians — if it ever does — they are really going to have to do some revising of their already hopelessly distorted picture of the American capitalist. For a recent report of the New York Stock Exchange reveals that women share owners, notably housewives and nonemployed women, now outnumber men.

The report also reveals that the number of individuals owning shares of stock in publicly held companies totalled 8,630,000 at the year-end — a new high and a gain of 33 per cent in the past four years.

Of the stockholder population, 6,880,000 or nearly 80 per cent, owned shares listed on the "Big Board." This is the first detailed and authoritative study of the nation's stockholder population since the Brookings Institution disclosed that people owning shares in publicly held companies numbered 6,490,000 early in 1952.

The study shows clearly what G. Keith Funston, president of the New York Stock Exchange, termed, "The great progress made in the last few years in broadening share ownership and creating a 'Peoples' Capitalism'."

Here are some of the facts established in the study:

Two-thirds of all shareowners have annual incomes of less than \$7,500.

The typical shareowner is 48 years old, compared with 51 four years ago.

The median income of today's shareowner is \$6,200 against \$7,100 in 1952.

About half of the four-year rise in shareownership took place in 1955.

This is the kind of "People's Capitalism" it is a sure bet the people of Russia — particularly the women — would love to have a part in.

Alan Sturdy

If you demand the
finest . . .



Fly the
VISCOUNT

NON-STOP

BETWEEN

CHICAGO

AND

NEW YORK

NO FASTER WAY!

Capital
AIRLINES

Here...There... and Everywhere

• **New City Ordinance** — United Fire Equipment Service, a non-profit educational organization sponsored by leading fire extinguisher distributors of greater Chicago, is working to have ready for early introduction to the Chicago city council a proposed ordinance that would enable the city to license and control persons and firms servicing fire equipment. Formed in 1954 to combat fraud in refilling of fire extinguishers, United's efforts have the backing of insurance groups, fire department officials, civic groups and manufacturers of fire extinguishers.

• **Steam Engines To Diesel** — The almost complete change-over from steam to diesel locomotive operation by the American railroads can be quickly gleaned from the following figures: 88 per cent of the diesel units in service at the end of 1955 were built in the last 11 years; 12 per cent were built prior to 1945. Of the 24,786 diesel units in service at the end of 1955, 21,825 were built since 1945. There were only 5,982 steam locomotives in operation at the end of last year.

• **Demand for Executives** — Demand for executives across the nation in the first half of 1956 showed an impressive 33 per cent gain over the last six months of 1955 according to a Heidrick & Struggles survey. Since February, 1956, however, the over-all demand was little changed. Engineering executives were most in demand.

• **Illinois Population Changes** — Fifty of the 102 counties in Illinois increased in population between 1950 and 1955 according to Philip M. Hauser, Director of the Population Research and Training Center, University of Chicago. Of the 89

nonmetropolitan counties, 37 gained population, 27 were unchanged, and 25 lost population in the five-year period. Six counties — DuPage, Grundy, Kendall, Lake, Massac, and Will — gained by 20 per cent or more. The state's largest county, Cook, increased by six per cent, from 4.5 million to 4.8 million.

• **Operation Moonwatch** — The world's first completely equipped satellite observation station is being established on the skyscraper roof of the Valley National Bank home office in Phoenix, Arizona. Managed by amateur astronomers, the observation post will help keep track of the earth-circling artificial satellite to be launched into outer space next year in conjunction with International Geophysical Year research in man-made satellite travel. The bank is underwriting cost of constructing the station and equipping its personnel with instruments needed to sight the sphere during its 100-minute flights around the earth's circumference.

• **Gas Water Heater Sales Up** — Manufacturers of automatic gas water heaters shipped 253,300 units in July, a 15.5 per cent increase over the July, 1955, figure of 219,300, the Gas Appliance Manufacturers Association reports. Added to a record-breaking total for the first half of the year, the July figure brought shipments for the first seven months of 1956 to 1.7 million units. This represents a five per cent gain over shipments during the corresponding period of 1955.

• **New Paint Labels** — A new type of paint label which shows an actual sample of the color in the can has been introduced by Montgomery Ward & Company. Although there has been some experimentation with

printed reproductions of color on labels, Wards is the first manufacturer to overcome the mechanical problems involved in production and application of labels which include a true paint sample. The new label has a fluid design of gray and white, with a dot of color as the center of interest.

• **U. S. Grown Rubber for Tires** —

Most of the rubber used in today's passenger car tires is "grown" in the United States according to the B. F. Goodrich Tire Company. About 75 to 85 per cent of the rubber in the average passenger car black tire is made in America from oil and gas derivatives, instead of being imported from Africa or the Far East. Back in 1945, when tires of man-made rubber first became available in quantity to the general public, 99 per cent of the total rubber was man-made. Since then the man-made content has varied from 50 per cent to 99 per cent.

• **More Fold-up Tubes** — Fold-up metal tubes for packaging drugs and pharmaceuticals, toothpastes, cosmetics and shaving creams totaled 539 million units in the first seven months of this year, a 14 per cent increase over the same period last year.

• **Silicon on Printed Circuits** —

A new method of coating printed circuit boards with a silicon solution said to assure better soldering connections for electrical components has been announced by Admiral Corporation. The silicon coating is applied by a silk screen process similar to the one used in transferring the printed circuit pattern itself to the board.

• **Holiday Cheer** — More than 7.5 million gallons of whiskey will be packaged in gift decanters for the 1956 holiday trade, according to George Linck, vice president of Melrose Distillers Company. He anticipates that about 36 million decanters will be sold in the United States in the last quarter of the calendar year.

• **Electricity from the Atom** — Atomic power will be furnishing 30 per cent of the nation's electricity by the year 2000 predicts W. A.

(Continued on page 28)

CAPPER & CAPPER

Proudly Presents

*Skillful
Craftsmanship*



*Distinguished
Styling*

It has long been the purpose of Capper & Capper to seek out the finest merchandise obtainable—anywhere in the world—which will best meet our customers' needs.

In line with this objective, we have just concluded negotiations with one of the top producers of men's fine hats, and are happy to announce our appointment as exclusive representative in Chicago and Detroit, to feature the CHURCHILL HAT. We feel singularly fortunate in obtaining this appointment because it is our feeling that our Men's Hat Department will henceforth be able to offer what is unquestionably the most distinguished hat available today.

Fifteen to one hundred dollars

Capper & Capper
LTD.

One North Wabash
Also in Detroit



UNREDEEMED DIAMONDS

PRUDENTIAL Loan Assoc.

LLOYD J. BUTLER CO.
133 N. CLARK DEPT. C CHICAGO
Central 6-3470

LICENSED BONDED PAWNBROKERS
GUARANTEED SAVINGS—LESS THAN WHOLESALE

Hundreds of fine diamonds Out-of-Pawn.
Save big money. Send for complete list. Will send to your bank or direct on approval. No obligation.

Liquidating Out of Pawn DIAMONDS

Quality that defies Competition

We will submit any article for appraisal before purchase

All Prices include 10% Federal Tax

DIAMOND BRACELET. A very attractive and beautiful open link design bracelet, platinum, set with 214 brilliant blue white diamonds. Total weight approximately 8 carats. Original price \$4,500.
Price for Liquidation.....\$2500

MAN'S DIAMOND SOLITAIRE. Wt. 2.15 carats. Fine color, extraordinary brilliance, set in a 14-kt. white gold mounting of attractive design with 2 side diamonds about 1/10 carat each.
Price to liquidate loan.....\$1,025.00

1.35 CT. LADY'S DIAMOND RING. Lady's diamond solitaire, fine Wesselton quality with star-like brilliance; beautiful platinum mounting trimmed with side diamonds. Original price \$1,450.
Priced for liquidation.....\$675.00

MEN'S DIAMOND RINGS. 1.06 CT. MAN'S DIAMOND RING. Finest gem quality — for those who want the best, set in a white gold Gypsy mounting with 2 large tapered baguette side diamonds.
Out-of-Pawn Price.....\$660.00

DIAMOND DINNER RING. Unique French design (oval). Large center marquise shaped diamond about 3/4-carat, very fine, flawless, ornamented with 36 small round diamonds, platinum on yellow gold.
Sale price to liquidate loan.....\$525.00

ROSE DESIGN DIAMOND RING. 1 CT. LADY'S RING. A most unique and unusual yellow gold mounting designed in the shape of a Rose with a beautiful 1 Ct. diamond in the center. Exceptionally attractive. Original Price \$995.
Price to liquidate loan.....\$495.00

BLACK PEARL EARRINGS. Two beautiful large size black cultured pearls set together with two large brilliant blue-white diamonds weighing about 1.45 carats. Most attractively set. Original Price \$750.
Price for liquidation.....\$450.00

LADY'S DIAMOND WRIST WATCH. Very beautiful and elaborate set with 42 good sized very brilliant blue white diamonds. White gold case with guaranteed 17-jewel Hamilton movement. Original price \$600.
Price for liquidation.....\$375.00

PRUDENTIAL LOAN ASSOC.

LLOYD J. BUTLER CO.
133 N. CLARK DEPT. C CHICAGO

Trends... in Finance and Business



• **Record High State Taxes** — State tax collections reached record heights in all of the 48 states during fiscal 1956 according to a report by Commerce Clearing House. The average per capita state tax burden of \$81.60 across the nation exceeded by a substantial margin the taxes of the last five years, according to a table prepared from U. S. Census Bureau figures:

Years (ended June 30)	Total Tax Collections in \$ billions	Per Capita Tax
1956	13.3	81.60
1955	11.6	72.25
1954	11.1	70.31
1953	10.6	68.00
1952	9.9	64.00

Average state per capita tax has increased \$9.35 in a single year. The greatest previous increase in the last five years took place in fiscal 1952-53 when an additional \$4 per person was collected, on the average. The 1956 per capita burden varied, state-to-state, from a low of \$47 in New Jersey, where city tax burdens are high, to a top of \$131 in the

state of Washington which pays for many services ordinarily paid for at local levels in other states.

A map (see below) prepared by Commerce Clearing House shows that ten states collected an average of more than \$100 from every resident.

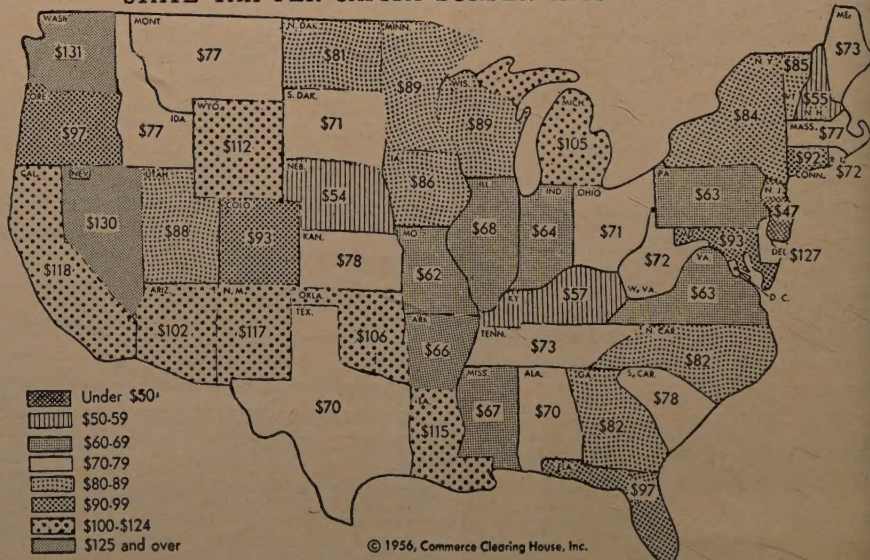
Not a single state showed a decrease from the previous year. Some states reported sharp increases in tax collections, such as Nevada, with its new sales tax, registering a 42 per cent rise. Georgia collections were up 25.5 per cent, Utah's up 24.9 per cent, and Oregon and Maryland both up 24.8 per cent during the year ended June 30.

• **The Air Age** — Somewhere in the United States a scheduled airliner lands or takes off every four and one-half seconds, according to the Air Transport Association of America.

Here are some other statistics provided by the association: There are 7,000 civil airports in the United

(Continued on page 35)

STATE TAX PER CAPITA BURDEN HITS NEW HIGH





“People’s lives depend on our castings,” says Nick Odorisio

“And we depend on Cities Service Core Oil,” continues this well-known foundryman at Kimball Brothers Company.

If you operate a foundry, there’s a chance you’ve heard of Nick Odorisio. Now with Kimball Brothers Company of Council Bluffs, Iowa, Nick has devoted the last 45 years to the foundry business, guiding many a mid-west foundry to smoother operation.

“Here at Kimball Brothers,” says Nick, “there’s probably less room for error than in almost any other foundry operation . . . for we make freight and passenger elevators ranging up to 30,000 pounds capacity, and people’s lives literally hang on the quality of our castings.

“Naturally, that requires perfect cores and perfect core oil . . . and that’s why we rely on Cities Service Delco #36. I’ve been in the foundry business since I was 15 years old and tested a lot of core oil, but Cities Service Delco #36 gives more trouble-free performance than any other oil I’ve ever seen. The oil is uniform, prevents trouble with gas which could produce flaws, and allows practically no breakage of cores. I’d never hesitate to recommend Delco #36.”

For more information about this unique core oil which Mr. Odorisio praises so highly, talk with a Cities Service Lubrication Engineer. Or write: Cities Service Oil Company, 20 North Wacker Drive, Chicago 6, Illinois.



Getting to the Core of the Situation. Kimball Brothers makes cores for elevator castings ranging from a few ounces to 1500 pounds. But there’s almost never any breakage or flaws, thanks to Cities Service Delco #36 Core Oil.

Complicated Casting Made Without Complications is displayed by Assistant Foreman Richard Flowers. Like Nick Odorisio, he combines expert knowledge with extreme pride of craftsmanship and Kimball Brothers’ castings reflect it.



CITIES  SERVICE
QUALITY PETROLEUM PRODUCTS



Unions Schooling For Better Leadership

By JOHN F. SCHROEDER

Labor leaders from stewards on up are attending special courses to learn how to handle their union responsibilities better

UNION leaders from top stewards to the steward at the closest contact point in the labor-management scene, are going to school in a big way—a special kind of school tailored especially for them. An even bigger excitement at the moment among many unions than organizing, it would seem, is that those who guide the unions this year will be concentrating on quality of leadership and not just numbers. Many of labor's own top leaders feel that as the unmovable sign that unions now "have fully come of age."

A generation ago when the training area dawned in American industry, it was all executive training, supervisory training highlighting the foreman as "the key man of industry," and the initial efforts at on-the-job training. This will soon big in the management scene, but it must share its place with the burgeoning of union training.

Here is an example of what union leaders are tackling in their steward

training. Recently in a relatively new western steel plant, a union steward had to fight for his vocational life and his place in the union itself because he did not discharge his responsibilities as a steward in connection with a no-strike clause—responsibilities he frankly just did not recognize.

In the afternoon details of what happened on a particular shift shift included like a nightmare. It soon had been building up between a foreman—who was on his side of the fence—and his men. Here it really started the training point, and the men were murmuring about a national an unauthorized strike strike.

Steward Stands By

The steward, a good workman in his own right, seemed clear of the trouble; he "was working, heard nothing, said nothing," in the old Oriental saying goes. At another time and place this might have been the way to stay out of trouble, but not then. The foreman asked him to help quell the unrest, and he actually went by. The men walked off the job, and were met at the plant by the local president and the international representative, who had rounded in the scene—literally and in their obligations—when word reached them of what was happen-

ing. These men had responsibilities had been going on between the foreman and union at that very moment, and this was the last thing they wanted to happen.

The steward argued that you might not blame a foreman for a lot for not working in and fighting it, but you certainly should blame a foreman. The reason is that the foreman has added responsibilities in that situation. So did the union steward, and for that matter, so does the whole union movement in the current scene. Would that they have more responsibilities, union leaders are building big to meet them.

Working particularly close with them, pointing out James E. Hays, the editor of the *Federation News*, secretary of the Chicago Federation of Labor, are the union stewards and foremen. Stewards are more of the big colleges and universities. He is considered the steward in the Chicago way, which may well be strong the past for the union.

One of the union programs is the union research and education project of the University of Chicago, headed by John W. Callahan, director now going into their eighth year. This committee is essentially a top-level approach, with encouragement generally limited for union membership as much as 100 hours of intensive classroom discussion.

The union studies by the union

The author has been an active advocate of labor disputes since 1942, and is on the panels of the American Arbitration Association and the Federal Mediation and Conciliation Service.

Union officers and members attending a week-end conference conducted by the University of Illinois Institute of Labor and Industrial Relations and sponsored by the Illinois State Federation of Labor.

Federation, Illinois plans

officers give a blueprint of what might be called "the curriculum" of the new union training that is unfolding on such a wide scale: basic problems of union education, handling of grievances, leadership training, collective bargaining, labor law, seniority problems and principles, political and community problems, conference leadership training, and stimulating education programs in the locals.

"Home Town" Approach

A broader approach is made by the Institute of Labor and Industrial Relations at the University of Illinois. Robben W. Fleming, director, reports that more than two thousand union leaders take part annually in conferences held throughout the state. The "home town" approach is stressed. Current topics, like "automation," are accented.

The University of Illinois also is host to labor leaders for summer sessions on such topics as "Economic Problems of Labor," "Collective Bargaining Issues and Procedures," "Human Relations Factors in Grievance Handling," "Economics of Full Employment," "Public and Community Relations for Unions," and current topics like the meaning of the AFL-CIO merger.

Working with the International Association of Machinists, District III, the University conducted eight-session programs in steward and officer training in southern Illinois. Public speaking and parliamentary procedure was the subject chosen by the Brotherhood of Locomotive Firemen and Enginemen and the Brotherhood of Railroad Trainmen for an eight-week series of one-evening-a-week sessions at the University's Navy Pier center in Chicago.

The Labor Education Division headed by Frank McCallister at Roosevelt University in the last academic year conducted a program including 26 classes and two institutes. Topics selected in consultation with union leaders are indicative of the know-how considered particularly important: steward training, automation, guaranteed annual wage, union leadership, political action, collective bargaining techniques, modern education methods, and planning for family living.

In the first ten years of Roosevelt's Labor Education Division, over 11,000 union members have at-

tended short courses at the university and in local union halls.

Roosevelt's advisory committee is a roster of union leaders who are deeply convinced of the importance of the new training movement: John M. Fewkes, president, Chicago Teachers Union; Peter J. Hoban, president, Milk Wagon Drivers Local 753; Grace Smedstad, Building Service Local 242, and Joseph Spengler, chairman, Committee on Education, Chicago Federation of Labor.

The University of Wisconsin's famed "workers schools," held as Summer Institutes, pioneered the trend in the middle west. Long sessions of mock contract bargaining and moot arbitrations provide the approximately one hundred labor leaders that participate with solid "blocking and tackling" work for conference table scrimmages.

They also do not shun what the unionists call the "long haired" subjects: time study, economic and political issues, health and welfare plans, union administration, labor laws, the citizen's role in government, and how to build a union education program.

Trend Widespread

The midwest has no monopoly on the labor educational movement. In the East there are the extensive and long-standing activities of the New York State School of Industrial and Labor Relations at Cornell, in collaboration with the railroad unions and many others. In the South the University of Alabama has a program with the same unions plus the International Brotherhood of Electrical Workers. In fact, it is hard to find a major institution these days that is not hitched to the trend in some way.

Nor must the activities of the unions on their own be overlooked. The AFL-CIO has an active Department of Education directed by John D. Connors. Typical of vigorous individual union activity is Helmuth Kern's program in the Meat Cutters union.

When Kern undertook his job with the Meat Cutters, he quickly but methodically completed surveys and questionnaires to determine what was needed. Then he completed an arrangement with Roosevelt University so that he would have experienced instructors to start with.

The one-day local institute is his

top billing. Specifically rejected was the suggestion that the locals pay per diem or travel to their representatives, because Kern wanted it firmly established as a privilege to attend. Some 50-60 local union leaders attend the average conference, and consider such topics as: functions and duties of the shop steward, job evaluation problems, automation problems, background and policies of the international, labor's role in the political arena.

Setting Fast Pace

Under the leadership of Lelan Beard, international vice-president of the United Glass and Ceramic Workers of America are setting a fast pace in all types of union training, but particularly in training steward whom it calls "grievancemen," with the same diligence that industry undertook foreman training as the training activities were launched.

Beard's program is embraced in a handbook that breaks down the grievanceman's job into its elements involving relations between steward and foreman; necessity for the steward's knowing the work of his own department from A to Z, and complete mastery of the company union agreement.

Every steward has a detailed analysis of the contract, and the anatomy of handling a grievance. An organization chart shows successive steps in the grievance procedure. Facsimile forms are shown, and the steward as a grievanceman is instructed on: Is it a grievance? Get it in writing. Types of grievances; Bargaining with the foreman; and finally, It may go to Arbitration.

A vigorous international union leader in his prime, Beard nevertheless has been in the labor movement long enough to be an "old timer" so far as experience goes. He sounds a warning growing out of the new responsibilities of the union steward. "There are some things that every grievanceman should be careful to avoid. A grievanceman should not act as a foreman. As a matter of fact, management has insisted that its prerogatives be protected through a clause in the contract. After insisting upon this and getting it, they have no scruples in many cases against getting grievancemen and committee members to do their job work."

Management people will sense

(Continued on page 25)

Problems of Metropolitan Government In Northeastern Illinois

By **LEVERETT S. LYON**

THE problem of government in metropolitan areas has become one of the most important and pressing in the United States. This development is of comparatively recent origin. In fact, even the term "metropolitan area" was unheard of a generation ago. In 1790, the economic life of America was chiefly agricultural and 95 per cent of our population was rural. But, since that time, economic factors have converted our country into a great commercial and industrial economy. By 1954, only 13½ per cent of our people lived on farms and 86½ per cent were town or city dwellers. Even more striking is the fact that between 55 and 60 per cent of the people of the United States are now concentrated within 168 comparatively small districts, each of which contains a city of 50,000 or more. The U. S. Bureau of the Census has outlined the boundaries of these districts and has designated them as Standard Metropolitan Areas, within each of which the population is "socially and economically integrated with a central city." The bureau defines a Standard Metropolitan Area as consisting, except in New England, where smaller units are used, of "a county or group of contiguous counties which contains at least one city of 50,000 or more."

These metropolitan areas have become not only centers of population, but they have become concentrations of vast economic power. Although individually they are relatively small and total only some seven per cent of the area of the United States, they contain almost 70 per cent of the manufacturing plants of the coun-

try; some 70 per cent of the persons employed in manufacturing and transportation; approximately 65 per cent of the persons engaged in trade; almost 80 per cent of the persons concerned with insurance and finance.

The Metropolitan Areas of the United States are seats of local governments, both numerous and varied. The 168 Standard Metropolitan Areas of the country, as defined by the Bureau of the Census, are served by a total of 16,210 local governmental entities. This is practically one-seventh of the total number in the nation. Of all local governments in metropolitan areas, 7,864, or nearly one-half, are school districts. The balance is made up of counties, townships, municipalities and numerous types of special districts, created for the performance of special services.

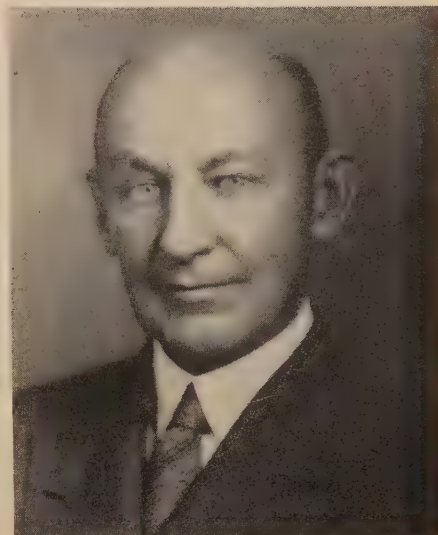
Not one of the many governments in metropolitan areas was created by whim or grew up by accident. Each was established and is financed to perform one or more functions.

Number In Area

The Chicago Standard Metropolitan Area vividly illustrates the number of local governments established to deal with the problems of the area which is essentially a single economic entity. The total number of governments in the Chicago Standard Metropolitan Area and the estimate of those in existence in 1955 are as follows:

	1952 (U.S. Census)	1955 (Estimated)
Counties	6	6
Townships	108	108
Municipalities ..	192	194
Special Districts	235	254
School Districts	419	417
Total	960	979

Can new governmental arrangements, particularly arrangements



Leverett S. Lyon

which would broaden the area of jurisdiction beyond that now held by any local entity, provide services more economically and efficiently? To deal with this question is the major purpose of the Northeastern Illinois Metropolitan Area Local Governmental Services Commission, which was created by the State legislature at its 1955 session.

The area assigned the commission for study embraces the counties of Cook, Lake, McHenry, DuPage and Will. This area differs from the standard metropolitan area as defined by the Census bureau in adding McHenry County, Illinois, and excluding Kane County in Illinois and Lake County in Indiana.

The commission's task presents psychological as well as legal difficulties. Local community patriotism, which may be partly emotional, is powerful. It suspects the central city and sometimes its local neighbors of the desire to annex territory or to invade local autonomy, or both. This patriotism and the accompanying desire for autonomy are often fortified by a fear that a change in relationships may introduce undesirable political influences, less responsive to the peculiarities of local needs and desires.

The fear of local communities better situated tax-wise than others is a fundamental difficulty in shifting relations, while the vested interests of officeholders are frequently a de-

The author is chairman of the Executive Committee of the Chicago Association of Commerce and Industry and executive director of the Northeastern Illinois Metropolitan Area Local Government Services Commission.

terrent to a rational consideration of readjustments. Citizens' groups and professional organizations may also sense disadvantages in change and accordingly oppose it.

The membership of the commission is, by the law's requirements, composed of twenty-one persons: five members of the Senate, appointed by the President pro tempore thereof; five members of the House, appointed by the Speaker; five members appointed by the Governor, three of whom are required to be residents of the area of Cook County outside the corporate limits of the City of Chicago; one member appointed by the Mayor of Chicago; one member appointed by the President of the Cook County Board; and four members, one appointed by each of the county boards of the counties of Lake, McHenry, DuPage and Will. Members serve without compensation, but receive "necessary traveling and other expenses."

The commission was required to select a chairman from its members and such other officers as it believed necessary.

The assignment given the commission is extremely broad. No local government is omitted from its proper preview, the creating law

stating the term local government means "any public governmental agency such as a county, municipal corporation, quasi-municipal corporation, governmental authority, or body politic in the Northeastern Illinois metropolitan area." The range of governmental services which the commission was asked to examine was equally wide. The legislation declared that it "shall make a thorough study and investigation of the problems incurred in the Northeastern Illinois metropolitan area in adequately and economically supplying to the occupants of such area those services relating to public health (including water supply, drainage, and sewage and garbage disposal), safety, welfare and convenience, which are generally considered to be the responsibility of local governments."

Certain criteria to be used by the commission were also enumerated in the legislation. It stated that the commission shall "in addition to other matters that are relevant to its purpose, consider the following subjects:

1. The need for and utilization of services that are presently supplied;
2. the need for new services and enlargement of present services;

3. the extent of overlapping and duplication of functions of local government;

4. the present cooperation, and possibilities and desirability of extending cooperation, among local governmental and service units;

5. the desirability and possibility of consolidating the furnishing of any service or services in a single or a few agencies;

6. the method of solving such problems in other states;

7. the changes in statutes, charter or the constitution that would be necessary to accomplish such recommendations, if any, as it may make

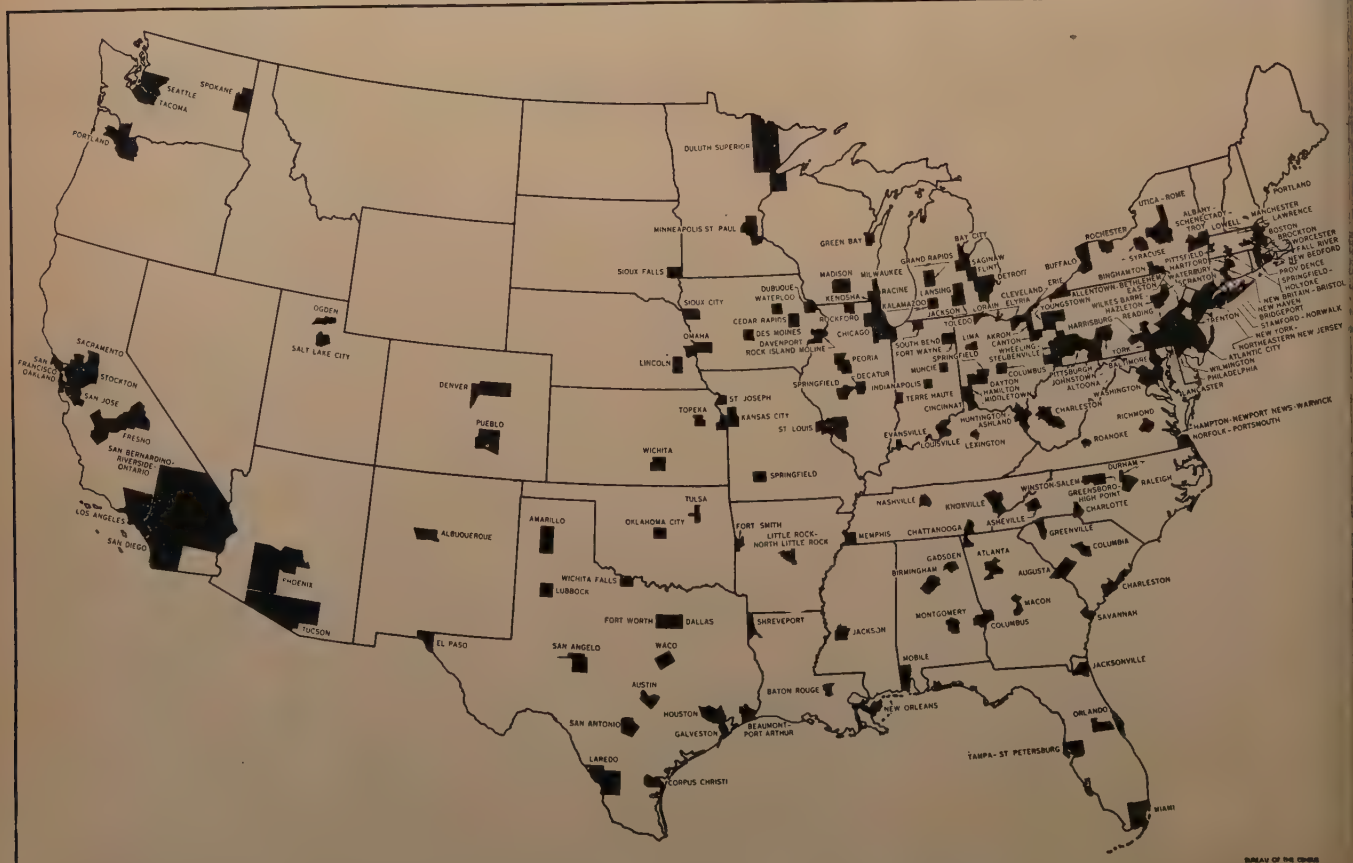
8. the extent and effectiveness of existing facilities for planning on a area wide basis."

The commission is agreed that the problems with which it is concerned are long-range in character; that no means all of them can be adequately dealt with before the next session of the Legislature, and that in all probability a continuation of the commission or a successor commission should be among the commission's recommendations.

The commission has approached its assignment on a functional basis that is, in terms of specific govern-

(Continued on page 26)

STANDARD METROPOLITAN AREAS: 1954



Wanted: Executives with "No" How

It's easy to say "yes" but there's an art to saying "no" tactfully; here's how it is done in many firms

By **FRANK M. KLEILER**

TWO stock cartoon characters — the "yes" man and the "no" man — seem to have vanished from the American business scene.

Their demise has not been reported in the obituary columns, but seldom nowadays do cartoonists picture men in the front office as mild-mannered Milquetoasts who always say "yes" to the boss as they did two decades ago. No longer is the top executive caricatured as an ill-tempered despot who roared "no" whenever he is asked for a raise, for a day off, or for a job for the wife's nephew.

What caused the change? There are three plausible explanations. One is that top executives have become so conscious of the need for maintaining good relations with employees and customers that they have delegated to others the unpleasant chore of saying "no." Another is that the "yes" men of yesteryear upon reaching the top have taught the present generation of subordinates the fine art of saying "no." The third is that the cartoonists were wrong in the first place.

Yes or No

If the cartoonists had any truth in their old drawings, they presented this paradoxical question of modern business life: If an employee has to be a "yes" man to get ahead, does he have to be a "no" man when he reaches the top? The answer is neither yes nor no. At all levels a big factor in success is — and always was — knowing when to say "yes" and when to say "no." This dilemma is not peculiar to executives. It exists wherever people have responsibility in human relationships. The

difference is that in industrial firms the executives are supposed to be highly trained experts in knowing the answers or where to get the answers.

Yet every man who rides an upholstered swivel chair knows that having the right answer is only part of the job. If the answer must be "no," the tougher part is delivering the answer. High ranking executives may delegate this melancholy task, but if the supplicant is too big for an underling to handle, the big boss himself must break the bad news. Sometimes the supplicant is even too big for the big boss to handle. One industrial titan is alleged to have hired a management consultant firm to say "no" for him. The consultants did so with a 10,000-word report for a \$40,000 fee.

Saying "yes" is easy. The people receiving that word are happy and grateful. The executive delivering an affirmative answer is complimented on his excellent judgment, his warm heart, his discerning leadership, his fair-mindedness. By contrast, the executive who says no risks being regarded as a bum.

In at least one company it is an established practice for all letters granting requests to be signed by the president and all letters denying requests to be signed by a vice-president. The name of the head of the firm thus always has pleasant associations in the minds of people doing business with the firm, while the name of the unfortunate vice-president is infamous. If outsiders have anything to say about promotions, the veep can never become president.

A sophisticated executive nowadays considers himself lucky if the

disappointed supplicant only calls him a nincompoop, an ingrateful wretch, or a robber of widows and orphans. Although it is unpleasant to hear such a reaction, the executive usually knows the worst immediately. The disappointed supplicant may carry a grudge, but having once spoken his mind so candidly and forcefully he is not apt to take the matter much further. The man to worry about is the one who receives the "no" answer with apparent good grace but then takes his grievance to the nearest bartender, newspaper reporter, or Congressman. Grievances often become magnified in retelling. In these days of emphasis upon positive thinking, a negative-answering executive acquires a bad reputation if he has not learned how to say "no" gracefully.

More at Stake

A company official worries about his reputation, but there is more than personal popularity at stake in the process of saying "no." Disappointed customers may take their business elsewhere. Disappointed employees may feel so aggrieved that their work suffers. In many other ways those intangible assets of a firm known as morale or good will are placed in jeopardy whenever an executive must turn down a request.

Because these are the facts of business life, one of the tests of a good executive is his ability to say "no" with such tact and diplomacy that disappointment and resentment are kept at a minimum. An organization cannot afford to have an executive who makes enemies for the firm by

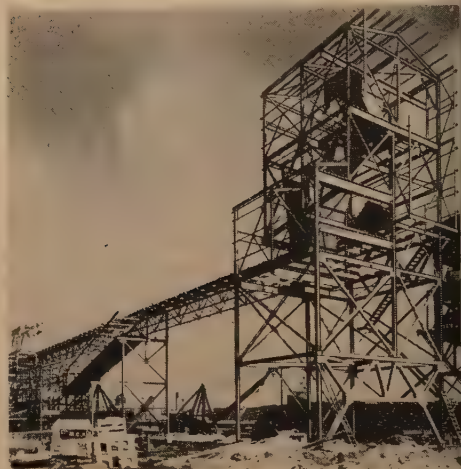
(Continued on page 38)

Business Highlights



W. O. Ollman (left), general manager of the Merchandise Mart, and General Robert E. Wood, retired board chairman of Sears, Roebuck & Company, inspect the four-times-life-size bronze bust in the likeness of General Wood that will stand on the Plaza in front of the Mart with the busts of the six other members of the Mart's Hall of Fame. General Wood is the first living merchant to be chosen for this merchandising award.

The new rail-to-ship coal handling facility of the Rail To Water Transfer Corporation, Chicago, now under construction, will load two ships at once at a combined rate of 6,000 tons per hour. Allied Structural Steel Companies, Chicago, fabricated and erected the structural steel.



Pictured below are freight cars rolling from the crest of the Milwaukee Road electronically operated classification yard at Bensenville, Illinois. Switches ahead of the cars are automatically positioned to guide them to the proper tracks. Retarders (the first of which can be seen immediately ahead of the cars in the foreground) control the speed at which the cars go onto the tracks for which they are intended. Designed to classify 3,600 cars in a 24-hour day, the yard is the world's largest and most modern freight car classification yard employing both route switching and retarder speed control. It has 70 tracks with total capacity of 5,311 cars.



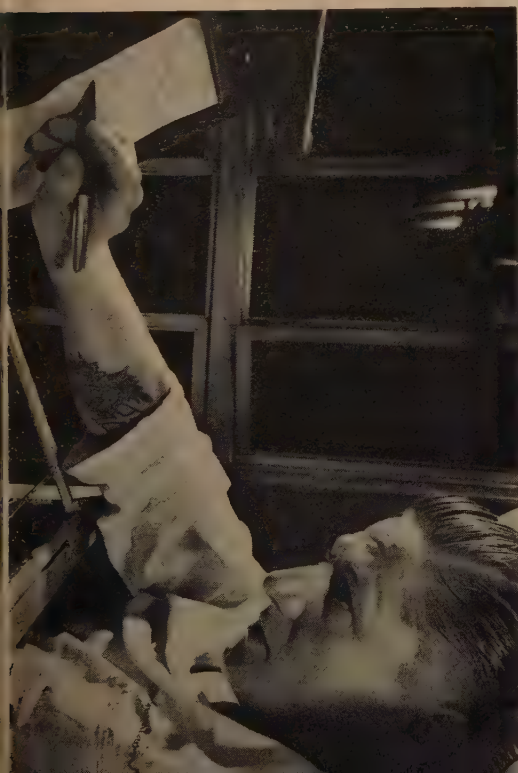


Harold E. Churchill (right), newly elected president of the Studebaker-Packard Corporation, and Eugene J. Hardig, chief engineer, inspecting the supercharger on the 1957 Studebaker Golden Hawk. It will be the first American production car to have the supercharger as standard equipment. The 1957 Hawk line will not be introduced until about November 1



Taking part in opening day ceremonies of the Mid-America National Bank of Chicago, located in the Prudential Building, are (left to right): Robert B. Grant, bank vice president; Robert L. Johnstone, building manager; Edward Damstra, bank president; James E. Rutherford, Prudential vice president; and Hiland B. Noyes, chairman of the board of the bank

Mrs. Manly S. Mumford examines memorial to her great-grandfather, Roswell B. Mason, builder of the original lines of the Illinois Central Railroad. Looking on is her son, Manly W., a lawyer, and her husband, Manly S., regional public relations director of The Borden Company. The memorial was unveiled by Mrs. Mumford in ceremonies at Mason, Illinois, on September 17



At right: Dan C. Kline (right), project manager for the bridge across the Straits of Mackinac, points out construction progress to Chicago business leaders (left to right): John W. Evers, president, Commonwealth Edison Company; Leslie B. Worthington, president, U. S. Steel Supply Division of U. S. Steel Corporation; and Charles F. Murphy, Naess and Murphy, architects

At left: Defying gravity, the new "61" fountain pen of Parker Pen Company writes in inverted position for this hospitalized ex-GI. The new pen features a precision-made foil capillary action tube which fills simply by dipping in ink. It has no moving parts, cartridge or ink sac

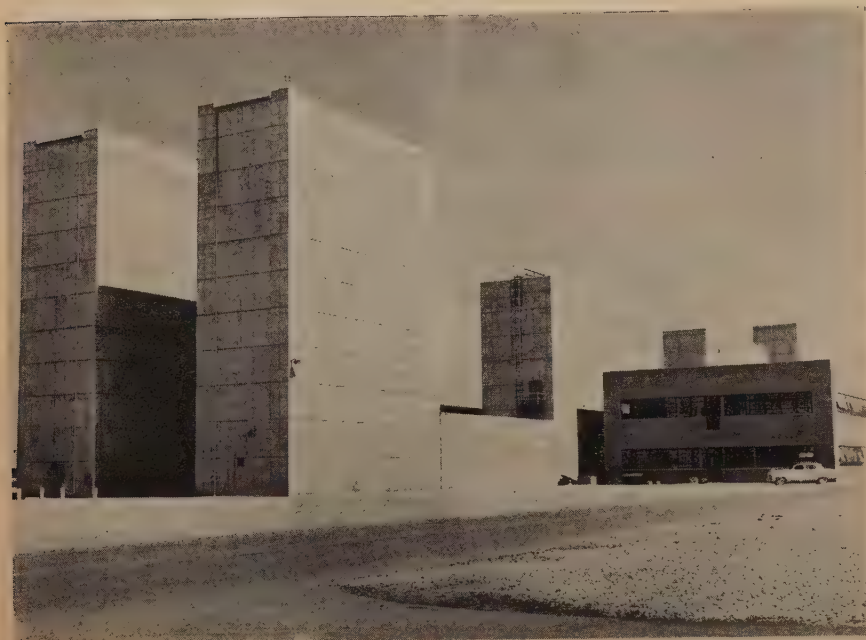


How Do You Reduce NOISE to noise or

It's the \$64 million question on the industrial front and resounds from the factory to the home, and from the streets to the skies

By

MILTON GOLIN



Above: The nation's largest and quietest jet engine test cells designed by Armour Research Foundation of Illinois Institute of Technology, Chicago, for Ford Motor Company's aircraft engine plant in Chicago. The cells reduce the roar of the powerful Pratt and Whitney J-57 jet engine to a murmur

Below: An engineer watches a J-57 jet engine during a test at the Ford Chicago aircraft engine plant. He can see the engine through the special window at right and at the same time measure its performance on the dials and gauges in front of him. He even can control the opening and closing of doors in the test cell

HOW to reduce noise or live with it is the \$64 million question business and industry would like answered. Here's only one of the reasons why: twenty years ago Douglas Aircraft's DC-3 could be insulated from engine noise with simple linings of felt. But each improved model posed new and more complex sound-cushioning puzzles. Today the DC-8 jet airliner needs up to 4,000 pounds of cabin insulation weighing the equivalent of 20 passengers with luggage.

From the deafening roar of the jet plane to the bothersome click of a business machine, U. S. industry is earmarking about \$64 million a year to fight noise. The \$64 million which industry puts up annually for acoustical materials, for sound-measuring devices, and for expert advice is actually a cheap gamble against bank-breaking odds. One state industrial commission official estimates that loss of hearing claims against U. S. industry now total two billion dollars!

Opens Way For Suits

This is because in 1948 a court upheld the first compensation award to an industrial worker who gradually had lost his hearing by the noise of his job in a drop forge plant. That ruling opened the way for preparation of hundreds of similar suits, and for action from other courts and in state legislatures across the nation.

Then in 1951 the flood gates really opened with another historical decision—a court order allowing da-

Better Still, Eliminate It?

ges for partial loss of hearing on the job over a period of time. That same year, 263 men claiming hearing damages sued Bethlehem Steel for \$5 million in New Jersey. The suits started pouring in.

No wonder insurance companies are pressuring factories to make sound studies, to tackle noise seriously on a long-range basis, and — in some cases — to quit dragging their heels on the problem.

A New York paper reports that the annoyance of horn-honking is one factor chasing some industries out of New York City. In Chicago, downtown traffic noise is one thousand times as intense as the noise in a typical private office. Regional planners throughout the nation now consider escape from noise on a par with escape from impure air and housing congestion as a reason in the mass move to suburbia.

The factory noise, the street noise, the noise in the skies and in the home — all these are becoming so unbearable that a leading medical authority in the field, Dr. Howard P. House, suggests: "It may be that the levels of human tolerance have already been reached." The scholar Bernard De Voto once wrote: "Our culture is more likely to perish from noise than from radioactive fallout."

Critical Situation

The situation has become so critical and has aroused so much concern that this year, for the first time, the National Noise Abatement Symposium is meeting in a Chicago hotel to handle anticipated added attendance — instead of at the previous site on campus of Illinois Institute of Technology. This seventh annual session (October 11 and 12) in the

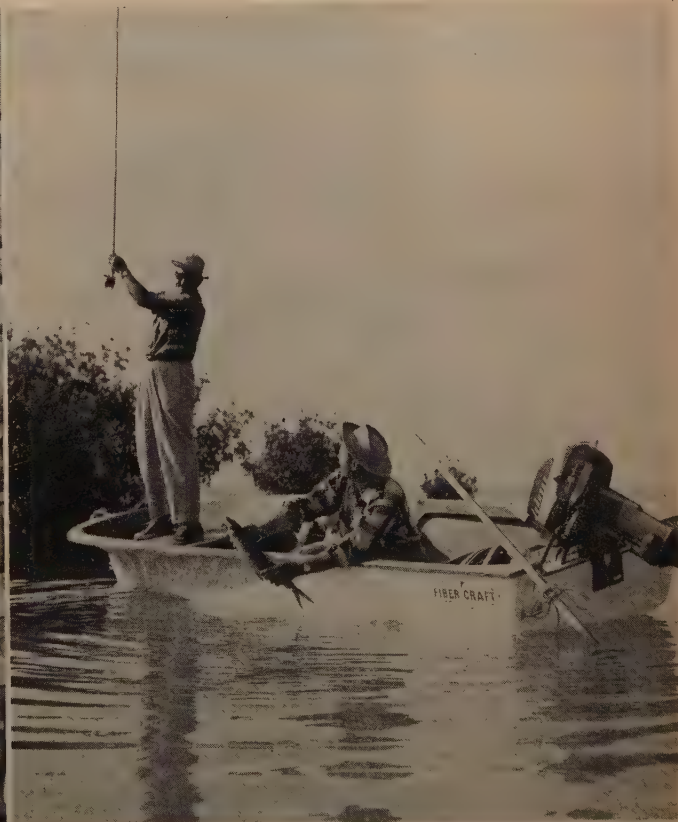


Westinghouse Electric Corporation photo

The war against noise is not confined to manufacturing operations but includes the noise of the end product. The "clunk" made by refrigerator doors, for example, is constantly under survey.



Testing sound-producing equipment for sound quality in the Sears Roebuck and Company testing and developing laboratory



Johnson Motors photo

The abolishment of outboard motor noise allows anglers to slip up within casting range of even the wily bonefish



Lay Roof and Floors Then Lift Them

Up she goes — all the 1.7 million pounds of concrete and steel for one 14,730 foot section of the roof of the two-story lift slab office building at Automatic Electric Company's new 1.5 million square foot plant in suburban Northlake, Illinois.

To accomplish this unusual feat, the Austin Company, engineers and builders, used waffles 4-foot 7½ inches square and more than a foot deep, reducing the weight to a degree which permitted cantilevered overhangs of approximately 14 feet in depth. Column spacing is 27 feet by 30 feet throughout this building where lifting jacks mounted on 24 columns are controlled by two consoles which can be seen toward the left of the slab being lifted.

When in position, the slab at camera level will be in line with the roof slab already in place in the section from which this view was taken. The lifting progressed at a rate of approximately one foot every 40 minutes. Note the waffle sections on the underside of the roof.

More than 7,200 persons now working in 16 separate buildings in the company's existing Chicago plant will be employed at the new location, where all manufacturing operations will be on one floor. The plant is scheduled for completion in the summer of 1957.

Hotel Sherman will bring together considerably more than the usual turnout of 300 scientists, engineers, architects, manufacturers, physicians and civic authorities.

They will discuss many new noise problems, but they can also show some headway against others which are not so new. One is the jet engine, whose noise is ten million times as loud as that of a printing press.

But in the Ford Motor company's aircraft engine plant that noise has become all but a whisper. There,

turbojet engines for the B-52 bomber are tested every day in special buildings eight stories high — tall enough to elbow the terrific sound through intricately routed baffles so that people outside can converse in a normal voice. If there were no such protection, you couldn't hear yourself talk a mile away.

Noise is nothing more than unwanted sound. It can be a clattering business machine, an ear-searing pneumatic drill, a chattering potato chip frying machine, a honking auto

horn, or an eardrum-busting cannon report. A fire engine siren may be noise to you at 3 a.m. as you try to sleep, but it's a sweet sound if it's your house on fire.

How to measure and evaluate annoying sounds is what industry wants solved by the acoustic experts. Intensity of sound can be easily measured, but the noise specialists can show that loudness in itself need not be annoying or impair the hearing. Other factors — such as pitch, age of the listener, non-rhythmical presentation, and individual susceptibility — figure in the result upon the human

Absence A Hazard

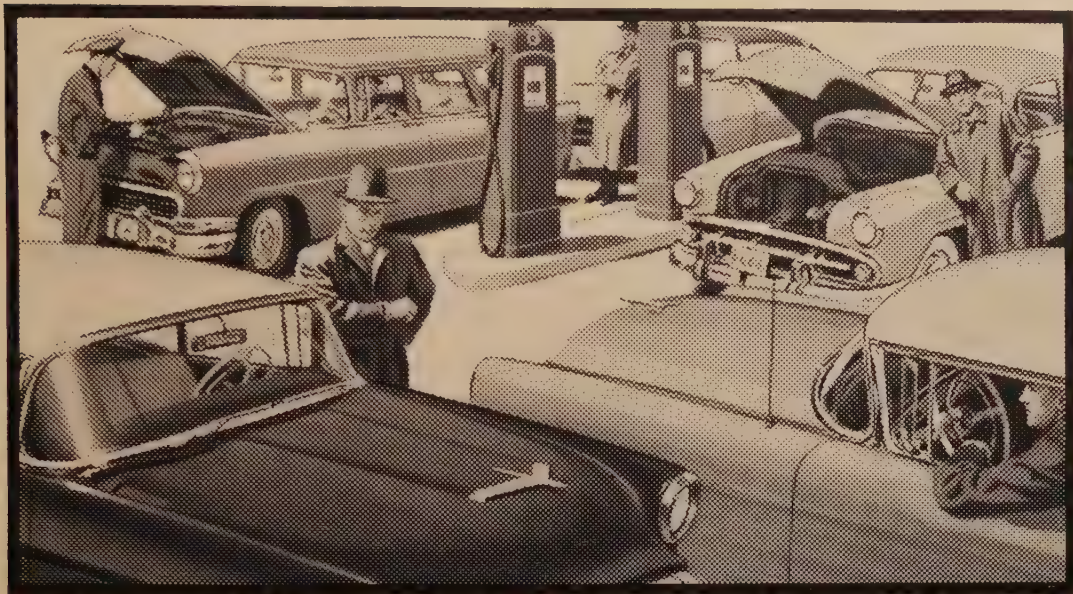
For example, even absence of noise can be an industrial hazard. International Business Machines experimented with completely silent typewriters — and found that the machines completely unnerved stenographers at the keyboard.

IBM is not the only big corporation with a war budget against noise. Others include Sears Roebuck and Company, General Electric Company, Radio Corporation of America, Westinghouse (each of these with huge sound-testing rooms), Eastman Kodak, United States Steel, Allis-Chalmers, Lockheed, Convair, Pratt & Whitney, Republic Aviation, International Harvester, and Procter and Gamble.

Some of these firms have their own equipment and consultants aligned against noise. Others work with Chicago pioneer organization in sound research and engineering, Armour Research Foundation of Illinois Tech, which set the pace 23 years ago. Today, ARF has a staff of 25 working full time on industrial acoustics. This includes not only efforts to quiet down manufacturing operations, but also a new field called "sonance design" (as apart from appearance design) for consumer products. Even the door of a refrigerator — the first major home appliance conquered by the sound engineers — is getting a "quality clunk" from the ARF boys.

Government, too, is working against noise. A committee of 40 men representing 25 industries and other interested agencies was formed under state authority four years ago to sound out just what noise was doing to industry in Illinois. They agreed that workers in injuriously noisy jobs should wear ear protectors.

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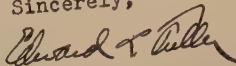
Dear Newt:

When we decided to open a Midwest Division warehouse in Chicago, a number of problems presented themselves. Two of these were the location of a site for the building and the method of financing.

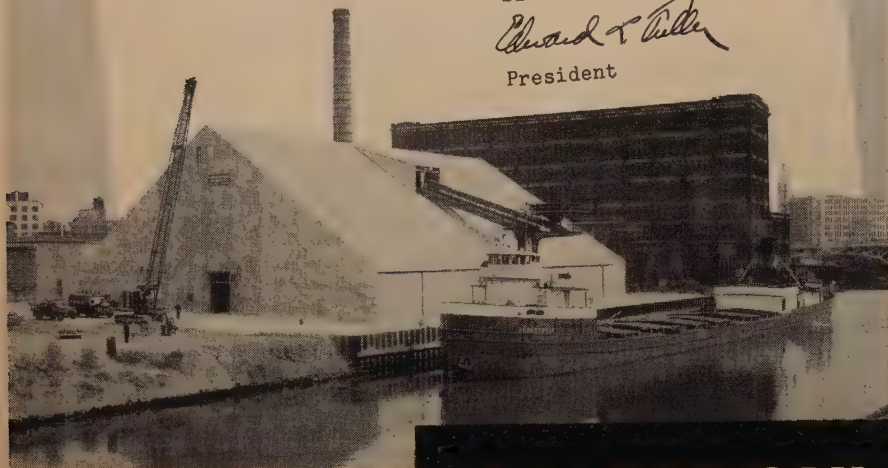
We wish to thank you for your assistance in securing an excellent location, as well as for obtaining an institutional investor to erect the building according to our requirements and lease it to us.

Thanks to your help, we are now providing our Midwest Division customers in the tri-county area surrounding Chicago with efficient salt service from the most modern salt warehouse in the country.

Sincerely,



President



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— just as safety glasses and respirators are worn in other hazardous industrial duties.

This is more easily said than done. The committee found that most factory workers consider earplugs a bother, and they even rationalized them as a hindrance to their duties. This, despite the fact that earplugs have reduced noise intensity one hundredfold.

This year, organized labor in the noisy industries of drop forging, boilermaking and shipbuilding, injecting into their contract negotiations a request for flat annual payments to workers who suffer hearing loss. These union officials have been testing members with audiometers for five years, and are ready with the evidence at the bargaining table.

The same unions are in the forefront of a move to bring passage of an Illinois law similar to one in Wisconsin, where compensation allowed workers suffering a partial hearing loss. Illinois law now covers only full hearing loss (in either both ears), although insurance companies last year did agree to workmen's compensation claims totaling \$10,804 in Illinois cases of partial loss of hearing. There were only five cases of total hearing loss and they resulted in compensation totaling \$8,491.

Scientific Hopes

What are some of the scientific hopes and probes toward a solution of the industrial noise problem? The scientists are faced, first, with a shocking lack of basic knowledge concerning many aspects of the problem itself. Certainly, they have a multitude of measuring devices and evaluation techniques. But how do these tell management what proportion of lost hearing is traceable to the human aging process, to hereditary factors, and to exposure to industrial noise — as well as to noise on the job?

One fond dream of the acousticians is development of some sort of universal engine design which produces vibrations in the ultrasonic range unheard by the human ear (much like a dog whistle). Already, General Electric has built a machine which fights noise with noise. Its loudspeaker sends out a cancelling wave which produces a "beam of silence" when aimed at a noisy transformer. But so far, there is a big bug

that gadget; while the noise is blanked out in the direction of the team, there is more noise in other parts of the room.

While noise in factories is under attack another battle, meanwhile, is being waged against the noises in the finished product. For years, outboard motors clattered away mercilessly at water resort areas. Complaints from vacationers seeking some quiet, fell on deaf industrial ears. When not long ago Johnson Motors came out with a hushed outboard engine—and the rest of the boat motor industry is trying now to catch up with silent models of their own.

Manufacturers in other lines are bounding off about their quieter products, with ad phrases like "super quiet" and "hushed horsepower." One washing machine maker simply could not eliminate a mysterious thumping in his washer. So he hit upon an ingenious idea. He advised customers to call a service man immediately if the thumping stopped —

a sort of reverse psychology implying that where there is noise there is efficiency of operation.

The head of merchandise testing for Sears Roebuck and Company, which measures product noise with a 160-man staff in a half million dollar laboratory in Chicago, tells of one personal experience. Said Manager Richard S. Burke: "Soon after I started to use my electric blanket I became aware of the slight click that takes place each time the thermostat makes or breaks the circuit. This certainly is not a very loud noise, but the noise occurs near your ear at a time when noise is least welcome."

So while—as the song goes—"a noisy noise annoys an oyster," a quiet noise can annoy a human under certain circumstances. Loud or soft it is these "certain circumstances" which industry and business are warring against and will continue to war against until all is quiet on the industrial front.

Unions Schooling For Better Leadership

(Continued from page 14)

also as a warning to them, because doubtless they regard it as a serious mistake to lean too heavily upon the stewards. There might be a temptation to do that very thing with the rising competence of stewards, but any careful analysis of the situation shows that by having well-trained foremen and well-trained stewards working together cooperatively and yet self-reliantly, American industry may tap a whole new resource for good labor relations and enhanced production.

Management's relations with the stewards have taken several shapes in the past. Some managements pay the stewards themselves, and others contend that by permitting them to work on grievances during company time they are in effect doing so. The role of the steward in the light of new developments probably will be carefully studied now by both management and union.

The World War II "Jobs Within Industry" training programs demonstrated in its later days that effective handling of grievances by stewards can be as important to job satisfaction in many instances as for the foremen to use the best methods for understanding good human relations in industry.

Job Relations Training was given to many stewards on company time, and many reports held that it paid big dividends. Dissident employees who did not really have grievances were put on the right track in many instances by their own stewards. In others, the stewards were able to get at the source of the irritation immediately, and a brief conference between steward and foreman resulted in minor changes which kept the thing from becoming a full-scale dispute.

That was the report from Alcoa Rolling Mills in Spokane, the Jeffersonville, Indiana, Shipyards, the Philip Carey Company and many other concerns. Meanwhile union leaders were studying JRT, as it was called, and at the national convention of the Shipbuilders' Union it was decided that a JRT certificate was needed to qualify for a position as shop steward. Labor turnover was a big problem in those days, and the unions and managements collaborated on it through their stewards and foremen.

The Job Relations formula was a fortunate combination of elements developed out of the extensive experience of four of the greatest industry trainers of all-time: C. R. Dooley

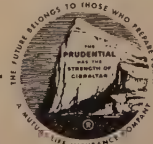


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of Socony-Vacuum; Walter Dietz of Western Electric; M. J. Kane of Bell Telephone, and William Conover of U. S. Steel. They counseled a four-step approach: "Get all the facts; Weigh and decide what these facts mean; Determine what action should be taken and take action or see that it is taken; Follow up the result." With that as a common language understood both by foremen and stewards, labor-management peace was fertilized at the grass roots.

How does management regard the rapidly growing union movement? Business leaders seem all in favor of it. In fact, probably no major movement on the part of unions has caused less apprehension in management quarters. There appears to be no concern that unions will "get too smart" and become too formidable at the bargaining table. On all sides

there is recognition that union training is not slanted that way. Union leaders stress that it is not aimed at taking advantage of management or anyone else but at building up the know-how of labor leaders on all levels so that they "know the facts of life" about the economy, government and labor, management and labor, and how to do their job better.

Companies know that training taught management better human relations techniques and that it has helped them to understand the union viewpoint; it seems reasonable that it does the same for union leaders. Without in any way disturbing the dynamic balance of arm's length bargaining between union and management, the union training movement, coupled with its management counterparts, appears to hold a bright promise for industrial peace.

Problems of Metropolitan Government

(Continued from page 16)

mental services and the possibility of dealing with these in terms of the area as a whole or in terms of governmental arrangements more inclusive than the jurisdiction of existing governmental entities. It has selected for particular consideration those governmental services (a) concerning which there is considerable concern throughout the area; (b) the inadequacy of which is recognized by many local governments outside of Chicago—consideration of which would have more sympathy from local officials than would some others—and (c) concerning which legislation would probably be introduced in the next session of the Legislature, regardless of action by the commission.

Problems involving water supply, storm water drainage, and sewage disposal, being strongly marked with these characteristics, were selected as of principal concern during the current year, with a view to legislative recommendations. In emphasizing these activities, the commission in no way excluded itself from considering and making recommendations on any other governmental services.

In carrying on its work, the commission has employed several procedures:

1. It has employed a professional agency, Public Administration Service, to make an area study of water supply, storm water drainage, and sewage disposal, and to present the

commission with a report embodying findings, conclusions and recommendations.

2. It has held a series of meetings with public officials, so arranged as to obtain representation from all sections of the area involved in its work. Three meetings were organized with representatives of the suburban communities within Cook County. The one, held in Evanston, were invited suburban officials of northern Cook County; to one in Homewood, suburban officials from southern Cook County; and to one in Oak Park, suburban officials from the western section of Cook County.

Under county auspices were held a meeting in Waukegan, for officials of Lake and McHenry Counties; a meeting in Hinsdale for DuPage County officials, and one in Joliet for Will County officials. At an all-day meeting in Chicago (Cook County) there appeared before the commission the Governor; the Mayor of Chicago; the President of the Cook County Board of Commissioners; the President of the Metropolitan Sanitary District of Greater Chicago; the County Superintendent of Schools; the Sheriff of Cook County; the General Superintendent of the Chicago Board of Education; the General Superintendent of the Chicago Park District; the Manager of the Chicago Regional Port District; and representatives speaking for the State.

attorney, the Chairman of the Chicago Transit Authority, the Cook County Coroner and the County Assessor.

An all-day meeting was also arranged, at which numerous civic groups were invited to give views and suggestions to the commission.

At these meetings the commission's approach was to make clear that it was not planning an all-embracing super-area government. The commission's function was explained as concerned with devising legislative recommendations which, if enacted, would aid in effecting governmental arrangements advantageous to the towns, cities and counties of the area. The officials present at the meetings were asked for an enumeration of local problems and for suggestions which might be useful to the commission in carrying out its responsibilities. Many suggestions, some with recommendations for specific legislation, were given the commission.

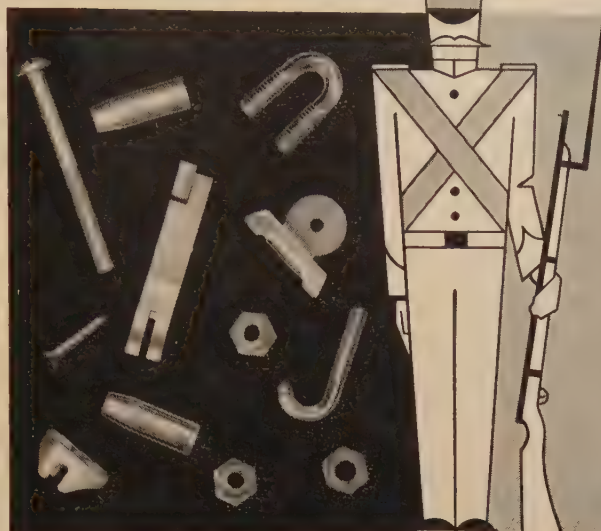
It is believed that these meetings and the approach used in them greatly improved the atmosphere in which the commission works, allaying local suspicions concerning its governmental intentions and its possible political purposes.

Educational Program

The commission has also undertaken an educational program. This consists of the production and publication of analytical and expository monographs written by highly qualified persons and dealing with a wide variety of governmental services, but without recommendations which might be interpreted as those of the commission. Whether or not it makes recommendations on each of the subjects discussed, the commission believes these monographs can better its understanding of its task; will lay a basis for future legislative work; and will aid public officials and others in comprehending the nature of area governmental problems.

Seven of these monographs have been published as sequential chapters in a volume entitled, Metropolitan Area Governmental Problems in Northeastern Illinois, Part I—Analysis, Section A. It is proposed that Section B of Part I will consist of eight additional chapters. These monographs are issued, not as official analyses or official findings of the commission, but as papers prepared

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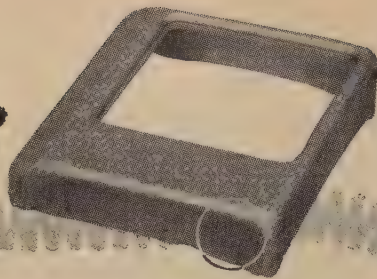
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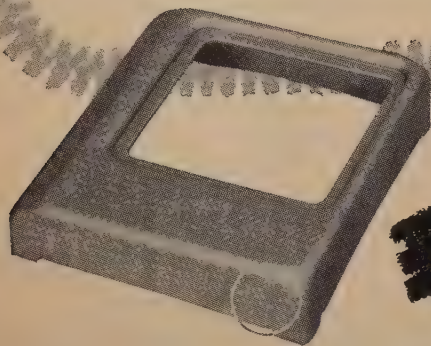
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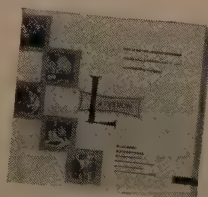
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for it and as the work of the author who are indicated in each instance. It is planned that part II will presumably consist of the commission's conclusions and recommendations.

The commission has not as yet attempted to formulate conclusions or recommendations. Meetings for that purpose are scheduled. It will draw (a) upon the knowledge acquired at its various meetings; (b) upon the recommendations made at those meetings (a summary of these is being prepared by the Institute of Government and Public Affairs of the University of Illinois); (c) upon the analysis and recommendations made in the report of Public Administration Service; (d) upon the expository and analytical statements prepared in its educational program; and (e) upon other material relating to metropolitan government, both general and local.

Each of the commission's members has a background of useful experience and its legislative members are seasoned law makers sensitive to both the attitudes and needs of the constituencies.

Here, There and Everywhere

(Continued from page 9)

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● Throw-away Clothes — Kimber

Clark Corporation, Neenah, Wisconsin, is testing throw-away clothing made of paper. Primary use for such garments would be for hard-to-wash utility garments such as industrial coveralls, policemen's ponchos, restaurant aprons, and hospital gowns.



Industrial Developments

... in the Chicago Area

INVESTMENTS in industrial plants in the Chicago area totaled \$75,087,000 in September compared with \$12,092,000 in September, 1955. Total investments for the first nine months of 1956 were \$482,000 compared with \$255,470,000 for the same period in 1955. The nine month total for 1956 is larger than for any whole year on record, with the exception of 1955. These figures include expenditures for the construction of new industrial plants, expansions of existing buildings and the acquisitions of land or buildings for industrial purposes.

Acme Steel Company plans to build a steel plant and rolling mill which will provide the company with its own source of basic steel for the company's fabricating plant at Riverdale. The exact site of the new plant has not been determined, but will be in the vicinity of the Riverdale works. The plant will use a cupola furnace with an oxygen converter to produce steel from scrap and pig iron, and roll billets and slabs for further processing in the present facility at Riverdale.

The oxygen converting process is a rather new innovation which is in operation in but a few mills in this country. It will take two years to build the mill, the company estimates.

Youngstown Sheet and Tube Company is making additions to its hot strip mill and merchant mill facilities with the erection of heating furnaces for increased capacity in hot billets and slabs necessary to furnish materials for further rolling processes. The new facilities will provide 600,000 tons annually of billets and slabs for the rolling operations.

Cook Electric Company, 2700

N. Southport avenue, is erecting a laboratory center on a fifteen acre tract of land in Morton Grove. The center will consist of seven buildings having an aggregate floor area of 158,000 square feet. All buildings will be air conditioned and acoustically treated, and the area will contain a heliport and a 150 foot radar testing tower. The center will be utilized for basic research, product development, and testing for military contracts as well as private industry. Research activity is now carried on at two locations in Chicago and one in Skokie which will be consolidated at the Morton Grove laboratory. There will be a total number of 1200 technical workers at the lab, approximately double the number now employed by the company in this area. The buildings will be located at Oakton Street between Lehigh and Caldwell avenues, and will be erected by Enjay Construction Company. Ralph J. Burke, Inc., architect.

• **Container Corporation of America** has purchased a 24 acre site at the southeast corner of 144th street and Indiana avenue in Dolton. The corporation will erect a building of 150,000 square feet of floor area which will produce boxboard for fabrication by other plants of the company. Plans call for completion of the structure early in 1957. The company will employ approximately 150 people initially at this location. Morton L. Pereira and Associates, architect. The new plant will be served by the Chicago and Eastern Illinois Railroad.

• **Automatic Electric Company** is expanding its new plant being erected in North Lake with the addition of 200,000 square feet of floor space to the original plans. Originally the plant was scheduled to have

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1,300,000 square feet of floor area, which has now been increased to 1,500,000 square feet. The additional floor space was necessary to provide production line area in accordance with the revised estimates of the demand for the company's products. These include dial telephones and other communication equipment. Construction is progressing rapidly on this plant on Wolf Road, north of North Avenue.

• **Radiant Manufacturing**, 2627 Roosevelt Road, manufacturer of projection screens for home and commercial use, is erecting a new plant of 165,000 square feet on a 13 acre site in Morton Grove. The company now operates at three locations in the Chicago Area and will consolidate all its manufacturing activities in the Morton Grove plant. Klefsstad Engineering Company designed and is constructing the plant.

• **Western Electric Company** has acquired the Central Service Building, located at 2233 S. Throop street, formerly occupied by Commonwealth Edison Company, to be used as a warehouse operation. Western Electric plans to consolidate some of its warehouse activities in the newly acquired 700,000 square foot building, which will free other space for

increased manufacturing facilities. Chandler and Montague, broker.

• **Conveyor Systems, Inc.**, 325 California avenue, has acquired five-acre site in Morton Grove the southwest corner of Main and Nagle avenue and will erect a 700,000 square foot building to house the plant office and lunch room facilities of the company, plus an off-street parking area. Herman and Salzman, architect.

• **Gary Steel Supply Company**, 2300 S. Springfield avenue, is erecting a warehouse building at 36 west of 127th street in Blue Island. This will be operated as a branch warehouse of the parent company. The building will contain 50,000 square feet of floor area. Ground has been broken by Abell-Howe Company, general contractor.

• **Abbott Laboratories**, North Chicago, has under construction in addition to its bulk chemical plant, which will increase the capacity of that plant by 20 per cent. The 21,000 square foot building will contain 15,000 square feet of manufacturing area and 6000 square feet of service and warehouse space. The expansion is part of Abbott's continuing enlargement of its plant, which has



Architectural drawing of present and scheduled buildings for the new Cook Technology Center at Morton Grove, Illinois. Covering 158,000 square feet of floor space on 15 acres, the center will include a heliport (N), experimental tower (center) and parking for 1,200 cars. Building identifications and scheduled occupancy dates are following: (1) Cook Research Laboratories administration building — October. (2) Inland Testing Laboratories administration and reliability test section building — October. (3) Inland Testing Laboratories environmental laboratories building — June. (4) Inland Testing Laboratories radiation test building — March. (5) Inland Testing Laboratories heavy environmental test building — June. (6) General Services building — January. (7) Cook Research Laboratories general laboratories building — January.

en going on for several years. eevol-Smedberg and Co., general ntractor; Batty and Childs, engi- er.

Furnas Electric Company, 1000 McKee street, Batavia, is expanding plant with the addition of 32,000 square feet of floor area. The additional space will be used for the manufacture of electric motor controls. The architect is Johnson and Johnson.

Richardson Company, 26th Avenue and Lake street, Melrose Park, is adding 15,000 square feet of laboratory space to its plant which makes plastic materials and molded and laminated plastic products. Rodde-Anderson-Novak, architect; Mississippi Valley Structural Steel Company, builder.

Industrial Molded Products company will soon occupy its new home at Route 53 and Northwest highway in Palatine. The new building contains 22,000 square feet of floor area and is served by the Chicago and North Western Railroad. The company is a custom plastic molder presently located at 101 N. Avondale avenue. Chandler and Montague; and Willoughby and company, brokers.

James P. Marsh Corporation, Oakie, is adding 20,000 square feet of floor area to its plant for increased manufacturing facilities for the production of valves, steam specialties, pressure gages, and thermometers. A. J. Jackson Company, general contractor.

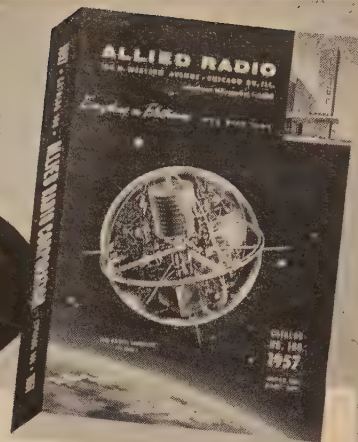
Chicago Tube and Iron Company, 2531 W. 48th street, is adding 10,000 square feet of floor area to its plant for the expanded production of seamless and stainless steel pipe and boiler tubes. Fox and Fox, architect; Van Etten Brothers Builders, Inc., general contractor.

Rand McNally Company, Oakie, is expanding its plant in Hammond with the addition of 18,000 square feet of floor space. The addition will be used for warehouse space and will be erected by the Austin Company as general contractor.

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S. Western avenue, is erecting 14,000 square foot building to which the company will relocate its entire operations. The new structure is located at 5153 S. Millard avenue where the company will continue with its manufacture of carbon and tungsten dies. Klarich Construction Company, general contractor.

• **Chicago Tag Stringers, Inc.**, 9 S. Albany avenue, is building plant of 9000 square feet at 3147 W. Harrison street, to which the company will move all of its facilities for automatic tag stringing and mobile displays. Ray Basso and Associates, architect.

• **National Malleable and Steel Castings Company**, operating two plants in the Chicago Area, is making an addition to its Melrose Park unit, located at 25th avenue and to Chicago and North Western Railroad. The 18,000 square foot addition will be used for layout and finishing work, and is being erected by the Mississippi Valley Structural Steel Company.

• **Kling Brothers Engineering Works**, 1332 N. Kostner avenue, manufacturer of machine tools, bulldozers, shears and bending equipment, is adding 12,000 square feet of floor area to its plant for additional machine shop space. Olsen Urbain and Sandstrom, architects. The Cook Company, general contractor.

• **Driscoll and Co.**, 3145 W. Grand avenue, has purchased a 20,000 square foot two-story building across the street from its present plant, expanding operations in the field of electro-plating and anodizing. Block and Syms, broker.

Correction

In the August issue of COMMERCE page 33, it is erroneously stated that All-Steel Equipment, Inc. will move its electrical switch and outlet manufacturing operations from its South Bend plant to the company's new site in Montgomery, Illinois. The new plant is being built solely for the manufacturing of office furniture and no move of any South Bend operation is contemplated according to R. Taylor, Eastern Sales Manager of All-Steel's electrical division.

Transportation and Traffic



Y ACT of Congress, October 22-27, 1956, has been proclaimed National Transportation Week. President Eisenhower, in a telegram to J. A. Pomeroy, Jr., president of the Associated Traffic Clubs of America, said: "During 'National Transportation Week,' I welcome the cooperation of the Associated Traffic Clubs of America and other representatives of transportation and civic groups as they honor our country's second largest industry. National Transportation Week gives the American people a better understanding of the vital role of transportation in the defense and prosperity of the United States. This week helps us all to pay deserved tribute to the men and women engaged in the transportation industries of the Nation."

Illinois C. C. Authorizes Helicopter Service for Chicago Area: The last obstacle blocking the establishment of helicopter passenger service in the Chicago area was hurdled when the Illinois Commerce Commission granted Chicago Helicopter Airways, Inc. authority to operate in intrastate commerce on a triangular route between downtown Chicago and Midway Airport and O'Hare Field. The operation was also approved by the Civil Aeronautics Board in a decision handed down on June 8, 1956. The service is scheduled to begin some time in October. The Chicago Association of Commerce and Industry supported the application before both the C.A.B. and the Illinois Commerce Commission.

Hearing in Central Territory Motor Rate Adjustment Postponed: Hearing in I. & S. M-8466, Revised Class Rates and Ratings, Central Territory, scheduled to be held September 18 in Chicago, has been postponed indefinitely by the Interstate Commerce Commission on the

request of the respondent carriers. The proceeding involves a suspended class rate adjustment published in tariffs of Central States Motor Freight Bureau to become effective May 1, 1956. The adjustment proposed (1) establishment of the railroad Docket No. 28300 scale of class rates plus seven per cent; (2) an arbitrary of 45 cents per cwt. on shipments under 2,000 pounds and 20 cents per cwt. on shipments weighing from 2,000 to 5,000 pounds; and (3) the cancellation of less truckload and any-quantity exception ratings and the substitution in lieu thereof ratings in the National Motor Freight Classification No. A-2.

I.C.C. Suspends Increased Demurrage Charges: The Interstate Commerce Commission on August 28 voted to suspend proposed increased demurrage charges and changes in demurrage rules scheduled to become effective September 1. The investigation was assigned as I. & S. Docket 6646 and has been set for hearing in Washington on November 6, 1956, before Examiner W. W. Peck. The proposed increases range from 33½ to 350 per cent. The purpose of the proposed increase was stated by the railroads to be (1) to increase the availability and use of freight cars thereby alleviating in some measure car shortages, and (2) to compensate in part for increased costs of car ownership and maintenance. The commission stated that a total of 467 protests were filed requesting suspension and investigation. Subsequent to the suspension the railroads petitioned the commission to allow the changes to go into effect during the pendency of the investigation.

I.C.C. Institutes Investigation into Express Agency Surcharge Request: The Interstate Commerce Commission, by an order in No.



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32035, Increased Express Charges in Eastern Territory, has instituted an investigation into the request of the Railway Express Agency for a 15 per cent surcharge on less carload shipments within eastern territory. The agency, in its petition filed with the commission, said that the surcharge was intended to reduce the losses incurred by the eastern railroads in transporting express traffic. The time and place of hearings in the investigation will be announced later.

• **Transportation Tax Collections** in Fiscal Year 1956 Show Increase: The federal tax on the transportation of property during the fiscal year ending June 30, 1956 yielded \$450,579,000, according to the Treasury Department's Internal Revenue Service. This represents an increase of \$52,540,000 over the \$398,039,000 collected in the preceding fiscal year. The tax on the transportation of persons amounted to \$214,903,000 as against \$200,465,000 for the previous year. The tax on the transportation of oil by pipeline totaled \$35,681,000 during the fiscal year 1956, compared with \$33,458,000 in the preceding fiscal year.

• **Oral Argument on Motor Bureaus' Section 5a Pacts Set:** The Interstate Commerce Commission has set oral argument on the Section 5a applications of Central States Motor

Freight Bureau, Middlewest Motor Freight Bureau and Eastern Central Motor Carriers Association for October 10, 1956, in Washington, D. C. Parties to the proceedings desiring to participate in the oral argument must request an allotment of time not later than October 1. Section of the Interstate Commerce Act empowers the rate making practices and procedures of the carriers from the threat of anti-trust prosecution when such practices and procedures have been approved by the Interstate Commerce Commission. The application of the Central and Southern Motor Freight Tariff Association has been approved by the Commission, effective October 8, 1956.

• **Post Office Plans to Drop "May Be Opened for Postal Inspection" Marking:** The Post Office Department plans to eliminate the requirement that sealed third and fourth class parcels be marked "May Be Opened For Postal Inspection." Views on the proposed change must be submitted to Norman R. Abramson, Assistant Postmaster General, Bureau of Post Office Operations, Post Office Department, Washington 25, D. C. If the proposal is approved, the marking of a sealed parcel at the third and fourth class rate of postage would be sufficient authorization for the post office to open the package for inspection if necessary. If the ma-



"You've got some sound thoughts there, young man, and I particularly liked the unhesitating way you echoed them back to me."

not wish the parcel to be opened inspection, he would mail it at first class rate of postage and mark it as such.

U.C.C. Allows Hike in Rail Mechanical Refrigeration Charges: The Interstate Commerce Commission permitted a 15 per cent increase in road mechanical refrigeration charges to become effective September 10, 1956. Refusal to suspend, the commission said, "does not constitute approval of such schedules. They may be made subject to investigation through formal complaint filed in accordance with the Commission's Rules of Practice."

Trends In Business

(Continued from page 10)

ates. Of these, 2,783 are general public use airports, of which 840 are lighted for night operations. There are 57,000 civil aircraft based on the general public use airports. Of these airports, there are 1,551 that have runways longer than 3,000 feet and are suitable for DC-3 aircraft. There are 240 with runways over 6,000 feet long.

The scheduled airlines serve 548 of the general public use airports. In 1955, these airlines loaded over 10 million passengers, 389,000 tons of freight and express, and 124,000 tons of airmail and parcel post. They made 5,804,000 landings and takeoffs from these airports during the year.

Stock Price Ranges — At mid-year more common stocks, 204 or 3.9 per cent of all issues listed on the New York Stock Exchange, were selling in the \$20-to-\$30 price range than in any other price range according to the Exchange. At the other end of the scale, only 47 common stocks or 4.3 per cent of the 1,080 issues then listed, were selling for \$100 a share or above.

Besides the \$20-to-\$30 group, three other price groups contained more than 100 listed common stocks at the end of June: \$10-to-\$20 a share, with 197 issues or 18.3 per cent; \$30-to-\$40, with 190 stocks or 17.6 per cent; and \$40-to-\$50, with 143 stocks or 13.3 per cent.

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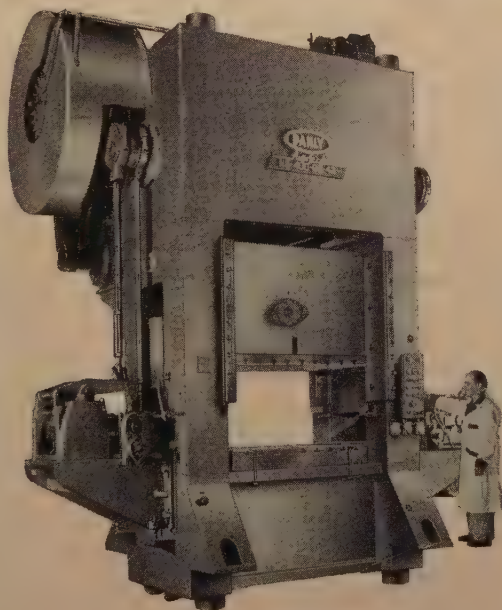
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the matador room
Excellent cookery in authentic Spanish atmosphere

Stock Yard Inn

"12 Minutes from the Loop"
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New Products

Time Switches

International Register Company, 2624 W. Washington Boulevard, Chicago 12, Illinois, has added seven new time switches to its Intermatic line. The new models are said to offer more accuracy and versatility in control of electrical circuits from periods of two seconds to 24 hours.

Computes Water Content of Gases

A simple hand computer for rapidly calculating the water content of gases has been developed by the National Bureau of Standards of the U. S. Department of Commerce. Of the circular slide-rule type, the new computer is said to be faster, more accurate, and less expensive than previous devices for this purpose. The device is expected to save considerable time in such industrial applications as the determination of refrigerating system characteristics and control of moisture in inert and reducing gases.

Electric Paper Punch

The General Binding Corporation, 812 W. Belmont Avenue, Chicago 14, Illinois, is now in production on a new portable electric punching unit. Called the Power-A-Matic, this new unit punches rectangular holes in the sheets of paper to be bound in plastic or metal loose leaf folders. It requires only 1.5 square feet of space and can be operated on any desk or table top. No special skill or experience is necessary to operate the unit.

Wheel Winch

Termac, Libertyville, Illinois, has developed a wheel winch for four-wheel-drive bucket loaders. Operating from the loader controls the unit utilizes the ability of this type of loader to raise the front drive wheels and disconnect the rear drive axle. With the front wheels off the ground and powered, the wheel mounted winch rolls up the cable pulling the load toward the station-

ary vehicle. Weight transfer to the bucket cutting edge gives a positive anchor preventing the vehicle from being drawn to the load in the event the load is larger than the loader.

Welding Flux

A dry type welding flux for use when applying Colmonoy nickel and cobalt base hard-facing alloys to hard-to-weld metals is now available from Wall Colmonoy Corporation, 19345 John R. Street, Detroit 3, Michigan. Called Colmonoy FL 6-20, the new material is said to impart excellent flow characteristics to hard-facing alloys. Designed to include a unique eye-saving formula, it contains no glare-producing salts. It is available in one-pound metal containers.

Television Tester

A television tester that combines both an in-circuit horizontal system analyzer and a capacitor checker in one unit has been introduced by the Simpson Electric Company, 5200 Kinzie Street, Chicago 44, Illinois. Designated as Model 382, this new instrument will check an entire horizontal deflection system, in-circuit; test flyback transformers for opens and shorts; check deflection yokes for opens and shorts; and measure capacitances by direct reading. Operation is on 110-125 V, cycle AC. A special test cable is included in the \$69.95 price.

Extension Conveyor

Lance Iron Works, Chicago Heights, Illinois, has announced a completely automatic, self-contained conveyor extension unit called "Lanceveyor." It permits direct handling of materials from present conveyor systems to or from trucks. It can be raised or lowered, extended or retracted, and travel speed controlled; all by push button controls.

Oil Bath Air Filters

A new oil bath air filter which combines high efficiency with

remely low pressure loss has been announced by the Air-Maze Corporation, 25000 Miles Road, Cleveland 3, Ohio. Hailed as a major advance in filter design, the new LPD achieves low-pressure-drop operation without any moving parts or any outside energy supply. The result is said to make economical oil bath filtration available for use with a much broader range of compressors, blowers and engines.

Mobile Speaker

The first mobile communications type speaker with a built-in transistor amplifier has been announced by Motorola Inc., 4501 W. Augusta Boulevard, Chicago 51, Illinois. The "Power Voice" speaker is said to provide up to ten times the audio output of standard passive speakers in mobile two-way radio installations. The speaker element has a bandpass frequency response tailored specifically for mobile service. It accents voice frequencies but suppresses ignition noise and other interference above and below the basic voice frequency range.

Label Printer

A label printing machine which permits users to print their own product and content identification labels as they need them is being produced by Weber Marking Systems, division of Weber Addressing Machine Company, Inc., Mount Prospect, Illinois. According to the company, this can mean substantial savings in label printing cost and elimination of label inventory and storage problems. The printer produces 105 labels a minute complete with variable information, yet is no bigger than an electric typewriter. It prints from rubber plates made to the user's specifications. Units are available for outright sale or on a rental-purchase option basis.

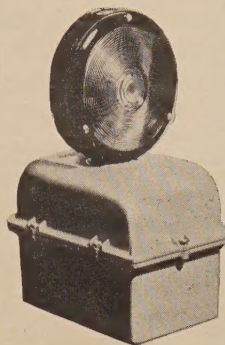
Portable Wire Coil Racks

Jarke Manufacturing Company, 6407 N. Broadway, Chicago 40, Illinois, has introduced a new line of wire coil racks which are said to greatly simplify wire coil storage and reduce warehouse space requirements. Each rack has a capacity of 4,000 pounds and comes in a variety of sizes. Each rack also has a three

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inch under clearance which permits fork-lift entrance from all four sides.

Piped Fire Extinguishers

A compact low-cost automatic dry chemical fire extinguishing system for flammable liquid, electrical and textile fire hazards has been devel-

oped by Ansul Chemical Company, Marinette, Wisconsin. The 30-pound piped system can be operated either automatically or manually. It is intended primarily for protection of moderately sized hazards, such as paint spray and dip operations, small transformer vaults, heat-treating and oil quench operations.

Executives With "No" How

(Continued from page 17)

saying "no" or who says "yes" simply because he lacks the talent for saying "no." An unwarranted affirmative answer sometimes produces more complications than a tactless negative answer. This circumstance makes it imperative for executives to have or to acquire techniques for turning down requests.

What are the techniques? They vary as widely as the personalities of the executives vary. Yet there are certain identifiable patterns.

The most successful executives sometimes are so adept at wheedling and cajoling people that they can persuade a supplicant to withdraw his request. The executive then does not need to say "no." This is negative-answering in its most highly developed art form.

At the other extreme, the least artistic method of saying "no" is to pin it on a higher ranking boss. "You deserve a better break than this," says the amiable executive of low rank, "but that scoundrel I work for doesn't see it my way, and so all I can do is wish you better luck next time." This technique may temporarily enable the bearer of the bad news to remain on friendly terms with the recipient of the bad news. Sooner or later, however, the "scoundrel" catches up with his subordi-

nate. People with problems go over the amiable subordinate's head to deal directly with the "scoundrel" so often that the "scoundrel" becomes convinced that his subordinate is not big enough for the job and demotes him. More often the higher ranking boss learns by the grapevine that the subordinate is knifing him in the back, and the big brass asserts its managerial prerogative of cleaving the underling from the payroll.

Ask the masters of the fine art of saying "no" how they do it, and most of them claim they do not know. They just seem to be born with tact.

Others are more analytical. "I give the 'no' answer fast," says one, "and then I divert the conversation to something pleasant. Whenever possible I end the interview with a story and send them out chuckling."

Another says, "I try to act as though I'm meditating between the poor guy who wants something and the owners of the company. I sympathize with the request, show that I understand it, emphasize that I only work for the people who own the company, and then break the sad news that the request isn't quite persuasive enough to overcome the normal objections of the owners."

A somewhat different line is borrowed from an arbitrator of labor disputes who invariably writes decisions consisting 90 per cent of praise for the party losing the case and 10 per cent explanation of why the arbitrator upheld the other party. The loser does not like the result, but he likes the compliments in the decision. He is trapped. How can he attack the man who made the decision without simultaneously destroying the validity of the compliments? If he can do so honestly an executive normally pats a man on the back while he is turning him down. Some executives even resort to flattery.

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**LOU STEEL PRODUCTS
COMPANY**

923 S. KOSTNER AVE., CHICAGO 24, ILL.

A president of a steel products company confesses that his wife taught him how to say "no." "She read a book on child psychology," he explains, "and concluded that in saying 'no' to kids she should always have a reason briefly. If she does not have a good reason, she reconsiders her position and usually ends up saying 'yes.' I do the same with employees and customers."

A few executives deny that the process of saying "no" presents any difficulty. "Most of my decisions involve only routine application of established rules or policies," says one. "I indicate that my answer is consistent with what has been done many times. Usually the merits of the rules and policies are obvious. If not, I explain the merits briefly in the interests of good employee, customer, or public relations."

Controlled By Rules

The larger the company, the more likely that the actions of its executives are controlled by rules or established policies, and the executives applying them may have had nothing to do with their formulation. This condition makes it easy for an official to maintain happy personal relations with everybody; those who object to the rule or policy will normally exonerate the official from any personal blame for an adverse decision.

"It's tough only when I have to give an answer which I personally think is wrong," says a department head in an automobile plant. "I hate to take the rap for a bad policy. Am I disloyal to the company if I state my own disagreement with a policy which I have to apply when I am saying 'no' to somebody?"

This question bothers subordinate officials or supervisors more than it bothers the top brass. It involves ramifications deeper than loyalty to the corporation and its policies. Like a salesman trying to sell a product, a subordinate should be convinced of the merits of a policy which he must apply. How can a man do a good job of saying "no" if he is convinced that fairness requires "yes?"

"There is no really good way of saying 'no' in that case," says a veteran office manager, "but I've found it helps to keep my opinion to myself. Instead, I emphasize that there are two sides to every question. I sympathize with the person getting the

wrong answer, but I do my level best to convince him that his point of view has been considered and that the answer is neither arbitrary nor capricious."

On one conclusion there is general agreement — that it takes time to do a good job of saying "no." The trigger-minded executive who spits out "yes" and "no" decisions with machine gun rapidity exists only in fiction. This is a grievance conscious era, and the effects of a brusque denial may be serious. People expect and usually deserve an explanation when they are turned down on a

request which they consider reasonable.

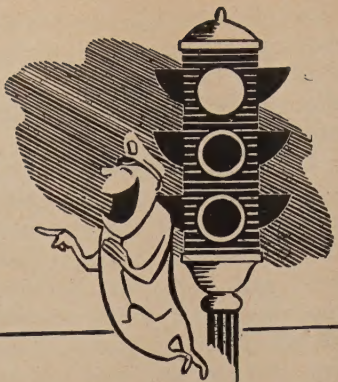
Contrary to the legend created by all the bum jokes about Hollywood producers, the big wheel in any enterprise has little use for "yes" men. Just like anybody else, a corporation executive may like to have the company of people who flatter him; but most men at the top know that flatterers are a luxury that few modern businesses can afford. The real need is for expert "no" men, those rare persons who have the knack of turning down requests without arousing resentment.

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Stop me... If...



After three years on a desert island, a ship-wrecked sailor was overjoyed one morning to see a ship with a boat putting off for the shore. Just before the boat was beached the officer in command tossed the sailor a bundle of newspaper. "Captain's compliments," he said. "Look these over and if you still want to be rescued we'll be back for you tomorrow."

"How did you get that black eye?"

"Kissing a bride after the ceremony."

"Why that's the proper procedure kissing a bride after the ceremony."

"Yes, but this was two years after."

Judge—"I'm going to let you walk out of this Court Room free if you promise to avoid bad company."

Mac—"Thanks, your honor. You'll never see me here again."

Professor—"I forgot my umbrella this morning, dear."

Wife—"How did you remember that you had forgotten it?"

Professor—"Well, I missed it when I raised my hand to close it after the rain stopped."

A woman divorced her husband and obtained custody of their 12-year-old son. When she remarried after a year or so, her ex-husband was somewhat concerned about the boy. "How do you get along with your stepfather?" he asked the lad the first chance he got.

"Fine," said the youngster. "He takes me swimming every morning. We go out to the lake and he rows me out to the middle, and then I swim back."

"Isn't that a pretty long swim for a boy of your age?" ask the father.

"Not too bad. Really, the only tough part of it is getting out of the bag."

"I hope," said the girl's father impressively, "you realize that when you marry my daughter you will be getting a very big-hearted and generous girl."

"Oh, I do, sir," responded the fiance fervently, "and I trust she has inherited those fine qualities from her father."

One of the great mysteries of life is how the boy we were sure wasn't good enough to marry our daughter, can be the father of the smartest grandchild in the world.

Two golf opponents reached the 18th green even up. One had only to sink a tricky 10-foot putt to win. He lined up the putt, pulled back for the stroke when a sudden noise stayed his hand. A funeral cortege was passing.

The golfer snapped to attention, whipped off his hat, held it over his heart until the last car disappeared. Then he calmly sank his putt.

"Congratulations," said his opponent grudgingly. "It took iron nerve not to let that funeral procession flutter you into missing your putt."

"It wasn't easy," admitted the victor. "On Saturday, we would have been married 25 years."

Marg: "I quit because my boss used a couple of offensive words."

Betty: "Is that so? What did he say?"

Marg: "You're fired!"

When you have your back to the wall and your ear to the ground . . . your shoulder to the wheel and your nose to the grindstone . . . your head level and both feet on the ground—you're not a contortionist; you're just like the rest of us.



"You can have Keltmeier to help you set up your new control panel, but remember he's only on loan!"

Recently a graduate student seeking scholarship at the State University was asked on the application form to mention any reason for needing financial help.

He came up with this: "My wife and separated, which has left me as my sole means of support."

Officer—"Did you see the number of the car that knocked you down, madam?"

Woman—"No. But the woman in it wore a black turban trimmed with red and her coat was imitation fur."

"I hear you advertised for a wife. Any replies?"

"Hundreds of them."

"What did they say?"

"Most of them said—'You can have mine!'"

"Is your advertising getting results?"

"It sure is. Last week we advertised for a night watchman, and the next night our safe was robbed."

A salesman changed jobs; became a policeman.

His old sales manager, meeting the new policeman, asked—"How is it going?"

"Great," answered the cop, "on this job the customer is always wrong."

Two men were discussing their status in life. "I started out on the theory that the world had an opening for me," said one.

"And you found it?" asked the other.

"Sure did," replied the first. "Nobody could be further in the hole than I am."

There's nothing like the first horseback ride to make a person feel better off.

BLAKEY